

# COMMONWEALTH OF MASSACHUSETTS

## DEPARTMENT OF CORRECTION



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***ANNUAL REPORT: FISCAL YEAR 1993***

*July 1, 1992 - June 30, 1993*

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## **Massachusetts Department of Correction Mission Statement**

**T**he Massachusetts Department of Correction promotes public safety by imprisoning convicted felons while providing opportunities for rehabilitation through a structured reintegration model.

The Department of Correction Mission is achieved through the following initiatives:

- Protecting the public by safely and humanely incarcerating inmates at the appropriate security level;
- Providing inmate work, educational, and programming opportunities;
- Prudently and efficiently managing all resources allocated to the DOC;
- Establishing sound correctional policies and procedures;
- Proactively informing and educating the public consistent with established correctional policies and;
- Providing a professional and rewarding work environment for staff.

## **Massachusetts Department of Correction Philosophy**

**T**he philosophy of the Massachusetts Department of Correction is to promote reintegration while protecting society. It is the philosophy of the Department to hold the offender at the lowest level of security consistent with public safety. At every level of security the Department seeks to operate clean, safe and humane institutions, manageable in size, with an appropriate range of services which recognize the individual needs of offenders.





## Fast Facts

Address:	P.O. Box 100 Route 1A South Walpole, MA 02071
Telephone:	(508) 668-2100
Superintendent:	Ronald Duval
Security Level:	Maximum
Opened:	1956
Capacity:	639
Avg. Population:	812
% of Capacity:	117%
No. of Employees:	580 auth./496 filled
Training Hours:	31,815 (18 months)
Expenditures:	20,176,813



**Top:** Main entrance to Cedar Junction.  
**From Left Clockwise:** Inmates join their instructor at the chalkboard; Corrections Officers monitor Inner Control; activity in a main corridor; a Correction Officer maintains security within the new Department Disciplinary Unit (DDU).





# MCI-CEDAR JUNCTION

Receiving all male state prison commitments with a court-ordered sentencing guideline, MCI-Cedar Junction is the only maximum security prison for male offenders in the Commonwealth of Massachusetts. MCI-Cedar Junction also houses the Department of Correction Segregation Unit, and the new Departmental Disciplinary Unit, or DDU.

In the early 1950's, Department of Correction officials recognized the need to replace the antiquated Charlestown Prison, and the construction of MCI-Walpole began. Work on the maximum security penitentiary was completed in 1955, with the new prison officially opened less than a year later. The original perimeter consisted of a wall with eight observation towers, with an additional tower recently constructed for the new DDU. The wall is twenty feet high, with four strands of electrical wire along the top. In the mid-1980's, the townspeople of Walpole sought a change in the name

of the prison, and legislative action resulted in the renaming the facility MCI-Cedar Junction - an old railroad station in the town.

MCI-Cedar Junction Treatment Services offers its inmates the opportunity to take part in rehabilitation and treatment programs. They include mental health, educational, and substance abuse programs, as well as instruction in personal medical care. The inmates also have the opportunity to become involved in employment programs while at MCI-Cedar Junction. The majority of these jobs are in Industries, a correctional program designed to create inmate employment. The Industries Program at MCI-Cedar Junction is involved in the manufacture of motor vehicle license plates and validation stickers, brush assembly, sewing, and silk screening. Inmates wages usually begin at \$.50 per hour. This program enables inmates to develop employable work skills, which is the ultimate goal.

The climate at MCI-Cedar Junction is by its very nature hostile, and one where a spontaneous act can become a catalyst to related incidents. Given the restricted number of placement options available in Massachusetts, MCI-Cedar Junction has recently implemented new safety and security measures in order to maintain a safe and stable prison environment. The Phase Approach to placement is an important effort and is designed to increase an inmate's privileges and responsibilities as that inmate moves through the phases. Phase III inmates have the least amount of privileges, but as they demonstrate satisfactory adjustment, they move to Phase II and see a commensurate increase in privileges. Here, inmates are afforded more out of cell and out of block time. In Phase I, inmates have the most privileges, and take part in a wide range of programming opportunities.

There does not appear to be a significant increase in new commitments during the year, although it should be noted that they have increased by nearly 65% over the last five years. The population rose with the opening of the Department Disciplinary Unit (designed and established to serve as a punishment for serious disciplinary offenders throughout the Department of Correction) by 121 beds over the period. Recent inmate concern over transfers has also resulted in an ongoing effort to increase the level of communication during pre-classification interviews and classification hearings.

There is good news to report regarding the Workers Compensation Program. A more 'hands-on' approach to case management has resulted in a decrease in long-term cases, and a savings of \$250,000 per year. A new Key Control Policy was also started, with full compliance targeted for the end of 1993. An AIDS Education Program taught by inmates has been very successful, as has an on-site college training program for staff offered through Massasoit Community College. There is an average of ten employees per class, and preparations for a fourth semester are underway.

Several other Management Objectives established at the start of Fiscal Year 1993 have been completed. They include the development and implementation of a Special Mental Health Unit, review and revision of all existing security inspection policies to ensure compliance with DOC policy changes, and sound management of budget allocations and overtime costs. All of these, combined with new safety and security measures, will result in a safer and more stable environment for staff and inmates during the upcoming year.



Ronald Duval,  
Superintendent

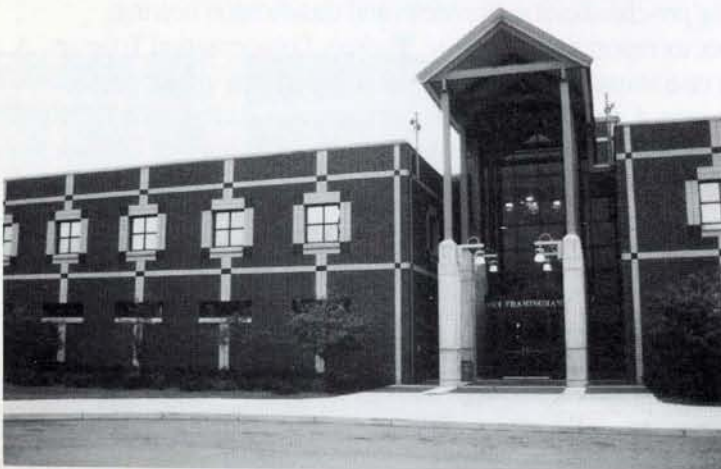
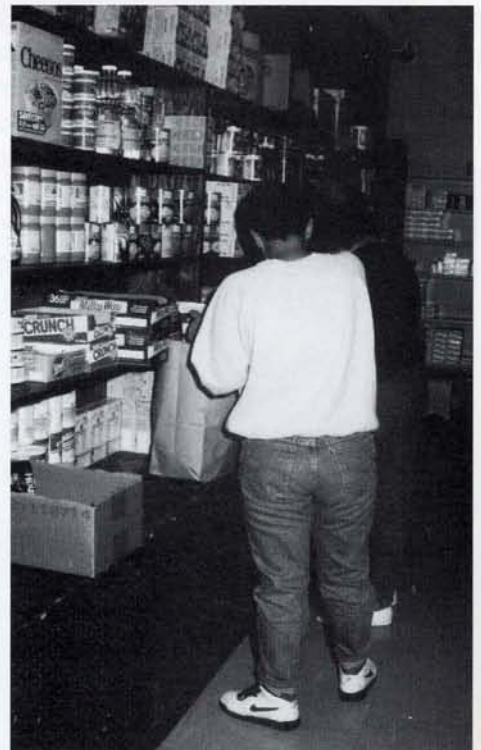
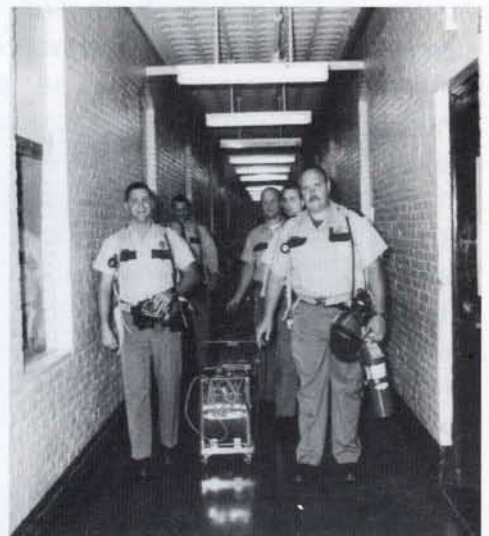




## Fast Facts

Address:	P.O. Box 9007 Western Ave Framingham, MA 01701
Telephone:	(508) 875-5258
Superintendent:	Kathleen Dennehy
Security Level:	Maximum/Medium/Pre-Rel.
Opened:	1877 (as Reformatory Prison for Women)
Capacity:	597
Avg. Population:	487
% of Capacity:	82%
No. Employees:	388 auth./301 filled
Training Hours:	17,993
Expenditures:	\$12,608,294

**Top Left:** An inmate studies within her cell.  
**From right clockwise:** Correction Officers return from a fire drill; inmate workers stock canteen shelves; the main entrance to MCI-Framingham; an EMSA nurse dispenses medication.





# MCI-FRAMINGHAM

MCI-Framingham is a medium security correctional facility for female offenders, located twenty-two miles west of Boston. MCI-Framingham is the Massachusetts Department of Correction's only committing institution for female offenders, and is also noted as the oldest female correctional institution in operation in the United States. MCI-Framingham houses women at various classification levels, including sentenced and awaiting trial inmates, as well as female offenders and civil commitments with psychological and psychiatric needs. The compound consists of four housing units, plus a two-story, 100 bed modular housing unit. Also situated within the compound is a Health Services Unit and the Old Administration Building. The newly constructed Betty Cole Smith Building includes Inmate Visiting and Admissions Processing Areas, the Awaiting Trial and Close Custody Units, and other administrative offices.

The Pre-Release component of MCI-Framingham is called Hodder House, a thirty-five bed community-based facility located approximately 1/4 of a mile outside the perimeter of the main buildings. As a Pre-Release Center, the goal of Hodder House is to facilitate community reintegration through employment and programming.

In addition to meeting the security needs of a medium security facility, MCI-Framingham provides numerous program and treatment opportunities including mental health, medical, substance abuse, and family services, as well as educational, vocational, library, religious, recreation, and community service programs. To this end, the female offender can access and utilize programs at MCI-Framingham, transfer to lower custody institutions through the classification process, and make the reintegrative transition back into the community.

*M*CI-Framingham has undergone a significant transition and has seen many important changes take place over the period leading up to and during the fiscal year. Since being appointed as Superintendent in December of 1991, many other administrative leadership posts changed hands, resulting in the assembly of a highly motivated and successful management team at our facility.

One change which has brought much positive reaction and satisfaction has come with the easing of overcrowded conditions here. In 1991, MCI-Framingham was listed as being 267% over design capacity. With the opening of the Smith Building's four housing units and return of many county inmates to county facilities, the population counts were significantly reduced. The Smith Building also brought added benefits to the inmates at this facility, including the addition of a satellite kitchen, a medication dispensing and examination room, and a new Sexually Transmitted Disease Clinic.

Just prior to the start of Fiscal 1993, two major services were privatized. Inmate medical services are now provided by Emergency Medical Services Associates (EMSA), with the first-ever accreditation of health services at MCI-Framingham a result. Food Services were also privatized, with Wackenhut now providing a better quality of meals to the inmate population. Considerable progress has also been made in the areas of policy development, tool and key control, inmate accountability, and inmate programming.

One of the proudest moments for MCI-Framingham came at the 'Beyond Excellence' Award Banquet in June, when Sergeant Suzanne Thibault received recognition as the Department of Correction Employee of the Year. She certainly helps to represent the best of the best in the DOC, and we are all very proud of her.

A preventive maintenance plan was recently developed for this facility, and will assist in the prioritization of repairs. We also prepare for the upcoming accreditation review of both MCI-Framingham and Hodder House by the American Correctional Association, and expect positive results. Implementation of an inmate progress review system is also planned during Fiscal 1994. Having successfully achieved our goals for Fiscal Year 1993, the administration and staff at MCI-Framingham are optimistic that Fiscal Year 1994 will yield many positive results once again.



*Kathleen Dennehy*

Kathleen Dennehy,  
Superintendent

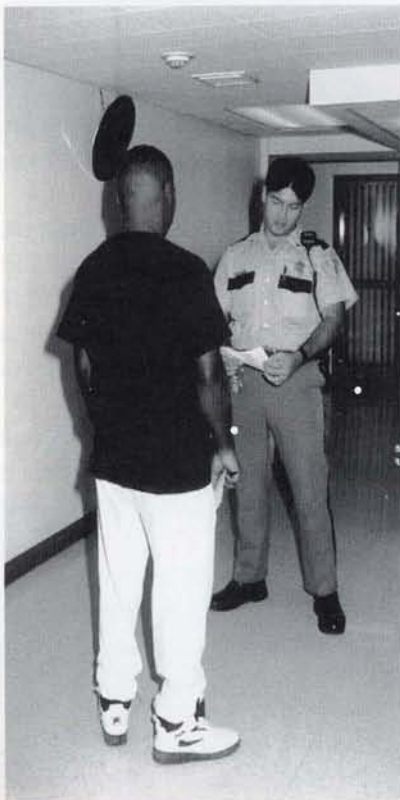


## Fast Facts

Address:	28 Clark St. P.O. Box 73 Norfolk, MA 02056
Telephone:	(508) 668-1687
Superintendent:	Kenneth Nelson
Security Level:	Medium
Opened:	1977
Capacity:	266
Avg. Population:	266
% of Capacity:	100%
No. Employees:	134 auth./121 filled
Training Hours:	9,264
Expenditures:	\$4,944,917



**Above:** A Correction Officer walks the outer perimeter fence. **From right clockwise:** Keeping an eye on activity from Inner Control; a member of the kitchen crew prepares biscuits; an inmate at his typewriter; a Correction Officer verifies an inmate movement.





# BAY STATE CORR. CENTER

Bay State Correctional Center is a specialized facility that was planned and designed to address the unique needs of inmates who are incarcerated for a significant portion of their lives. Under the guidelines laid-out by the Long-Term Offenders task force, the facility can accommodate 266 inmates sentenced to prison terms ranging from twelve years to life.

The present site of Bay State Correctional Center was originally used by nearby MCI-Norfolk as a dormitory, housing inmate trustees that helped with the operation of the farm which fed the inmate population of that prison facility. The housing unit was closed down and abandoned in the late 1950's, but was reopened in 1977 as a minimum security prison. In 1991, it's security status was upgraded to that of medium security, having undergone over three years of renovation and expansion.

Bay State is committed to providing

community service, and among its noteworthy programs are the Braille Production Program and the Prisoners Engaged with the Elderly/Retired or P.E.W.T.E.R. Program. As part of the Braille Program, the Department of Correction and the Bureau of Institutional Schools have joined in a cooperative effort to provide materials to students who are blind or visually impaired. Print materials are initially typed by inmates into a word processor and then translated into Braille files for embossing. The P.E.W.T.E.R. Program encourages interaction between inmates and the elderly or retired from the surrounding community. The objective of these and many other programs is to maintain and strengthen the inmates relationship with his family, to create an array of community service programs, to provide skill development and vocational opportunities, and to provide academic achievement for the long-term offender.

*B*ay State Correctional Center continued to serve the Massachusetts Department of Correction as a medium security institution through another period of success and smooth operation.

The most significant development that occurred during the reporting period involved a change in administration - not once, but twice. In July, Superintendent George Grigas retired after twenty years of service. Richard Smith was quickly appointed to replace Grigas, but soon moved over to Southeastern Correctional Center. After serving as Deputy Superintendent at Old Colony Correctional Center, I received the appointment at Bay State.

A second significant development involved preparation for the American Correctional Association accreditation audit that was conducted in May. Preparation began shortly after the start of the fiscal year, positively impacting the institution and day-to-day operations. The recommendation of the auditors was that BSCC be accredited by the Association. Training for staff in areas including emergency first aid and fire safety, revision of disorder management plans, and development of an effective system of inspections were among the many important tasks that were completed in order to bring the institution under compliance with A.C.A. standards.



*Kenneth W. Nelson*

Kenneth Nelson,  
Superintendent

Commissioner Larry DuBois has stressed the need for excellence in executing the basics in corrections. Following his leadership, Bay State Correctional Center made significant progress in implementing new department policies regarding key control, tool control, and inmate accountability. As the fiscal year ended, BSCC was in total compliance with the inmate accountability policy and in near total compliance with the key and tool control policies.

Another major development was the proposal to expand the population from 266 to 296 inmates. This plan was a result of the continued overcrowding crisis, and called for triple-bunking in thirty rooms in the Modular Unit. As the fiscal year ended, the plan had not been implemented, but could be if circumstances so required.

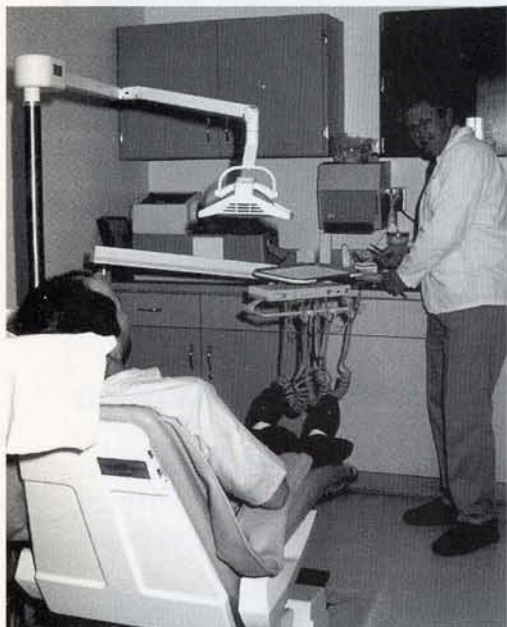
Looking ahead to Fiscal Year 1994, management objectives for the coming period include implementation of Unit Management, expansion of the inmate work force, and privatization of the inmate canteen by June of 1994. Having completed a successful A.C.A. accreditation audit and having met nearly all of the goals set at the start of Fiscal Year 1993, management and staff at Bay State Correctional Center look forward to both the challenges that we will face in the coming twelve months, and another successful year.



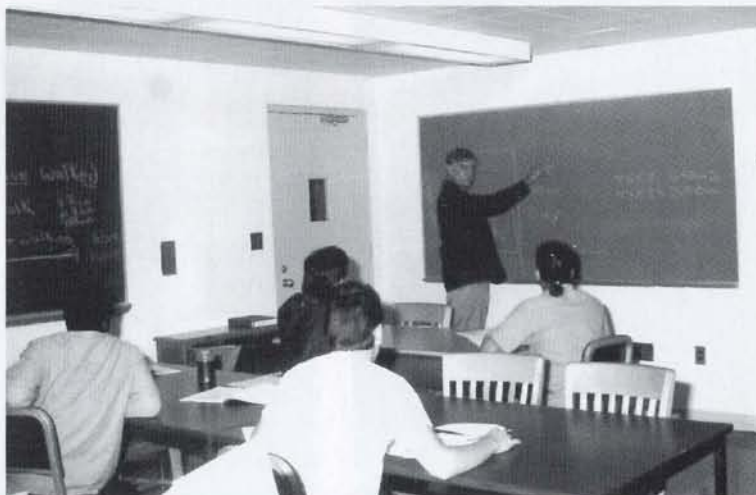


## Fast Facts

Address:	P.O. Box 00 Elm Street Concord, MA 01742
Telephone:	(508) 369-3220
Superintendent:	Paul L. DiPaolo
Security Level:	Medium
Opened:	1955
Capacity:	514
Avg. Population:	1,268
% of Capacity:	247%
No. of Employees:	583 auth./ 508 filled
Training Hours:	24,634
Expenditures:	\$19,231,287



**Top:** Administrative offices occupying the original prison building. **From right clockwise:** A sergeant electronically fingerprints a new inmate; a classroom session within MCI-Concord; an inmate checks a book out of the prison library; prisoner and dentist prepare for a dental check-up at the Health Services Unit (HSU).





# MCI-CONCORD

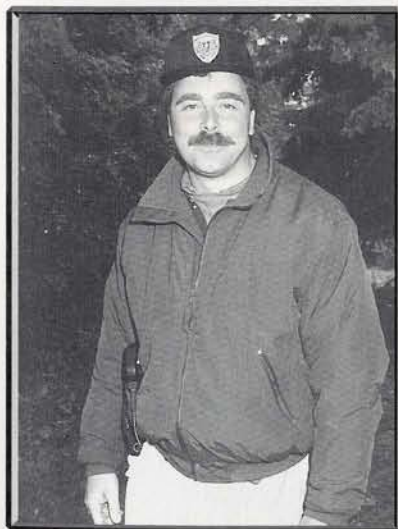
As the result of a Legislative initiative and the need to replace aging prison facilities, a new correctional institution was opened in May of 1878 in Concord, with General Chamberlain, a Mexican War Veteran as Warden. Facing criticism that the institution was not producing adequate revenue through its vocational shops, Governor George Robinson signed a bill in 1884 that ordered the return of prisoners to Charlestown State Prison, and established the Massachusetts Reformatory at Concord. This institution became a place where those under the age of thirty could learn a trade to be used upon their return to the community.

In 1893, additional construction added 230 cells to the existing facility, and in 1935, the Farm Dormitory, now known as Northeastern Correctional Center, was officially opened across the street. Twenty years later, the Concord Reformatory was eliminated, and the facility was renamed the Massachusetts Correctional Institute at Concord.

Since 1980, MCI-Concord has been designated as a medium security facility which serves as the Massachusetts Department of Correction's Reception and Diagnostic Center. The facility accepts a variety of inmates for classification purposes, including new court commitments for both MCI-Concord and MCI-Cedar Junction, as well as parole violators and other discipline cases from other DOC institutions. After a specified period of time following an inmate's initial arrival into the prison system - usually twelve to sixteen weeks - an inmate will appear before the Classification Board, which will determine or recommend both a security rating and an institutional placement. The Classification Board will also make treatment recommendations designed to address the factors which may have led to commission of a crime. Participation in programs including substance abuse treatment, academic instruction, vocational programming, and counseling have done much to help offenders begin the reintegration process

Throughout Fiscal Year 1993, the Concord Complex operated in a professional and effective manner. A number of administrative position changes also took place during the fiscal year, including Stephen Glavin as Deputy of Operations, and Terrance McCrosson as Director of Security.

Numerous operational changes throughout the fiscal year served to enhance the security and safety of the facility. Some of the highlights included the institution of a system of monthly security checks, the conducting of several Disorder Management Drills, and implementation of departmental procedures relevant to Key/Tool Control and Inmate Accountability. In addition, fire safety equipment throughout the facility has been upgraded and standardized.



*Paul L. DiPaolo*  
Paul L. DiPaolo,  
Superintendent

Management objectives set earlier and met during the course of the fiscal year include the implementation of the LAN Computer Network System, the conducting of formal disorder drills, establishment of an in-depth and documented Security Inspection System for the physical plant, and implementation of the new Tool and Key Control policies. Prudent management and budget monitoring also led to the revision of 2,000 hours of overtime costs.

Over the past year, Emergency Medical Services Associates (EMSA), initiated several operational changes leading to improved medical services at the Complex. For example, the creation of on-site specialty clinics have enhanced both the accessibility and availability of medical specialists to the inmate population. Other changes include revising and relocating the sick call procedures to better control the flow of inmates; relocating the medical records room; streamlining the admissions process; and achieving accreditation from the National Commission on Correctional Health Care.

In closing, the staff at MCI-Concord have borne witness to a number of procedural and organizational changes over the past year, and the staff has banded together to realize a great number of accomplishments. While faced with some obstacles, they have remained committed to the institution and the Concord Complex, and are a tribute to our continued success.

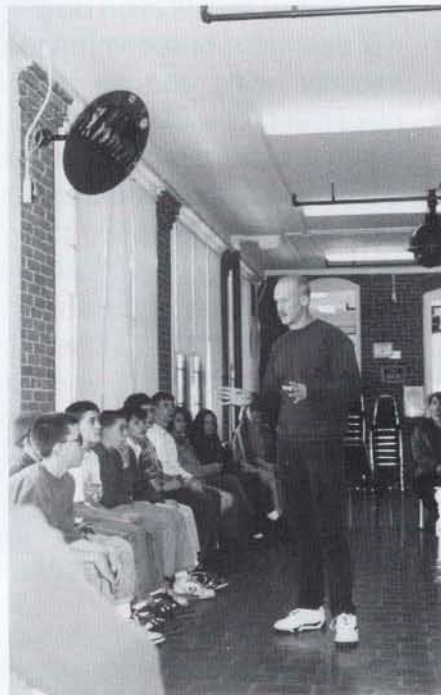




## Fast Facts

Address:	P.O. Box 446 Gardner, MA 01440
Telephone:	(508) 792-7560
Superintendent:	John Marshall, Jr.
Security Level:	Medium
Opened:	1981
Capacity:	568
Avg. Population:	1,023
% of Capacity:	180%
No. Employees:	416 auth./378 filled
Training Hours:	49,087 (18 months)
Expenditures:	\$16,045,280

**Above:** Sign marking the entrance to the NCCI-Gardner facility. **Right:** an inmate speaks to students as part of the 'Project Wake-Up' outreach program. **From far right clockwise:** a building inside the NCCI grounds; a view from outside the main entrance; reporters tour the facility as part of the annual Media Day event.





# NORTH CENTRAL CORR. INSTITUTION

Gardner State Colony was first established in 1902 as a colony for mentally disturbed patients who were able bodied and sufficiently cooperative to engage in construction work for the institution. The hospital served the North Worcester County area, and maintained both agricultural and livestock farm areas which were basically self-supporting. In 1970, a phase-down of in-patient facilities was instituted in the state of Massachusetts, and the Gardner facility was officially closed in 1975.

The North Central Correctional Institution at Gardner, as it is now known, is located on twenty acres of hillside near the Gardner/Westminster town line. The dedication of this medium security facility was held on June 18, 1981, with the first ten inmates accepted into the prison two weeks later. Within the facility are eighteen buildings, with a perimeter consisting of

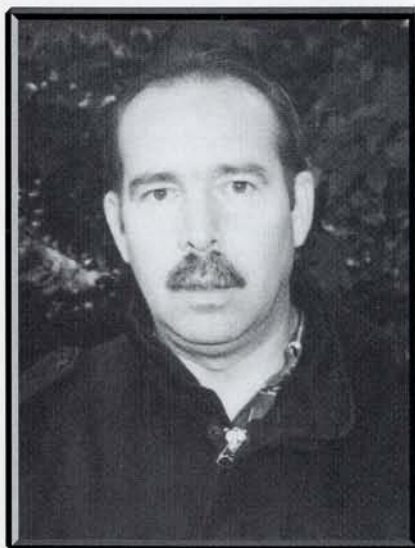
two chain-linked fences topped with razor wire. The perimeter is manned by three towers and foot patrols of K-9 teams.

Reconstruction and renovation of the facility has continued for more than a decade, with many of the projects enabling the prison to increase the inmate population. In 1982, the school building and Thompson Hall East Wing were renovated. A year later, the perimeter was expanded and additional buildings were converted into inmate housing. In 1985, completion of the modular unit and a subsequent expansion of the unit a year later also increased inmate capacity. Most recently, a new kitchen and gymnasium were built, with two other buildings renovated in order to accommodate inmate housing. As a result of these projects and renovations, over 1,000 inmates are now housed at NCCI-Gardner.

As we look back on Fiscal Year 1993, management and staff at North Central Correctional Institution began the period on a high note following the positive results of the recent American Correctional Association Audit of our facility. NCCI-Gardner underwent its re-accreditation audit in June of 1992, and our facility passed the detailed inspection with over 98.5% compliance. These excellent results are directly attributable to an outstanding performance and team effort on the part of administration and staff. The institutional climate was also boosted by positive management changes and resolution of union contracts during the period.

There were several major in-house renovations completed during early 1992 and throughout the fiscal year. G and H Buildings were renovated with new windows, lighting, plumbing, bathrooms, floors, and fire alarm systems installed. Renovations to the I building include new flooring, bathrooms, and skirting around the exterior of the building to prevent future plumbing problems. Various offices within the institution were also relocated during the period, and plans are being developed for a new minimum security component at NCCI with an expected opening during Fiscal Year 1994. In the effort to improve the physical plant at NCCI-Gardner, several other capital improvement projects have either been completed or are underway. Replacement of fuel tanks has been completed, as has repair to smokestacks damaged in the December blizzard. Perimeter tower windows were replaced, and the Main Kennel roof has also been rebuilt. The razor wire project for the East fence has been sent out for bid, and we are currently awaiting the disposition of the interior fence project which will enclose the Industries area. Full implementation of the new DOC Tool Control and Key Control policies is also underway. To that end, a new tool crib has already been established in the basement of D Building.

Many realistic and well-thought goals and objectives have been set for the coming fiscal year. As detailed earlier in this report, the completion of conversion of the Locust Building into a minimum security facility remains a top priority. As with other Department of Correction institutions, the full implementation of DOC Tool Control and Key Control policies is also an important objective for staff as they look ahead to the coming twelve months. The administration and staff at North Central Correctional Institution at Gardner are confident that with all of our past successes, we will continue to make progress during Fiscal Year 1994.



*John Marshall, Jr.*  
John Marshall, Jr.,  
Superintendent





## Fast Facts

Address:	P.O. Box 43 2 Clark Street Norfolk, MA 02056
Telephone:	(508) 668-0800
Superintendent:	Peter Pepe
Security Level:	Medium
Opened:	1931
Capacity:	1,255
Avg. Population:	1,251
% of Capacity:	100%
No. Employees:	492 auth./444 filled
Training Hours:	19,836
Expenditures:	\$18,965,089

**Above:** A view from inside the prison walls. **From right clockwise:** MCI-Norfolk staffers conduct an inmate disciplinary hearing; students listen attentively to an inmate during a 'Project Youth' presentation; Superintendent Peter Pepe discusses key institutional issues with employees.





# MCI-NORFOLK

MCI-Norfolk is a medium security facility just south of Boston, with an average daily population of 1250 inmates. Though it is rated medium security, MCI-Norfolk has a maximum security perimeter with a wall five thousand feet long and nineteen feet high, enclosing an area of thirty-five acres. Within the confinement of the wall, there is a minimum security environment of eighteen dormitory-style living units and two modular units divided by a large central grass quadrangle. Other buildings within the perimeter provide space for administrative and security personnel, health services, support staff and services, and other vocational and educational programs.

Originally opened as the first 'community-based' prison in the United States, the history and background of MCI-Norfolk is detailed and fascinating. The first of the MCI-Norfolk inmates were transferred from the state prison in Charlestown in 1927, and lived in houses

in The Oval, which is currently at the southwest corner of the wall surrounding the compound. In its early years of operation, a major portion of the present institution, including the prison wall, was constructed by inmates who lived in the State Prison Colony. The more spacious and campus-like atmosphere and architecture permitted an approach to 'community life' that was not available at other institutions, and represented a new step in Massachusetts Penology. In the mid 1950's, the name of the prison was officially changed to the Massachusetts Correctional Institute at Norfolk.

MCI-Norfolk is the largest facility of its type in the Commonwealth of Massachusetts. Eighty-percent of the inmate population at the facility is serving time for violent crimes. Of that eighty-percent, approximately 275 inmates are serving life sentences for commission of murder in the first or second degree. The next largest crime category is armed robbery, followed by sex offenders.

*T*his report outlines significant accomplishments and developments at MCI-Norfolk during Fiscal Year 1993, and highlights this facility's efforts to accomplish the mission of the Department of Correction - protecting the public while operating a safe, humane environment for those who live and work at this facility.

Two major accomplishments involve the implementation of Tool Control and an assessment of all locks and keys throughout the facility. Tool cribs were constructed, excess tools were removed from the facility, and appropriate shadowing and marking of all tools was implemented. The Key Control Project resulted in a finding that a complete re-keying of the institution was in order - a project that will be pursued during Fiscal Year 1994. In the interim, appropriate keys were added to the rings of response staff, ensuring a more efficient and effective emergency response.

Numerous changes were made in operations which have had a very favorable impact on day to day duties and responsibilities. The

Mail Room and fluoroscope were relocated, and revisions were made to the security equipment inventory system. Next year, we would like to explore the relocation of the Emergency Command Post. Lighting in the South Yard and Quadrangle was upgraded, while housing unit renovations to the Three and Four Blocks were another major project. Under the direction of the Environmental Health and Safety Officer, caustic and toxic controls were also implemented throughout the institution. The Tactical Response Team, Special Reaction Team, and K-9 Units also attained certification, while joint training exercises for all components of the disorder response team were conducted throughout the year.

Several areas of the Treatment Department revamped or restructured their operations. Education opened a barbering program and resumed welding classes during 1993. Skill Center students performed many of the renovations necessary to enable these programs to operate and comply with the new Tool Control policy. The General Library was also renovated with many favorable responses.

Overall, MCI-Norfolk has made significant accomplishments in a number of areas. Notable enhancements have been achieved in the areas of security, operations, classification, and treatment. Despite staffing and financial constraints, MCI-Norfolk has maintained a progressive attitude and has accomplished all goals within fiscal and operational parameters. This facility will approach Fiscal Year 1994 with the same level of optimism, creativity, and enthusiasm.



*Peter Pepe, Jr.*  
Peter Pepe,  
Superintendent



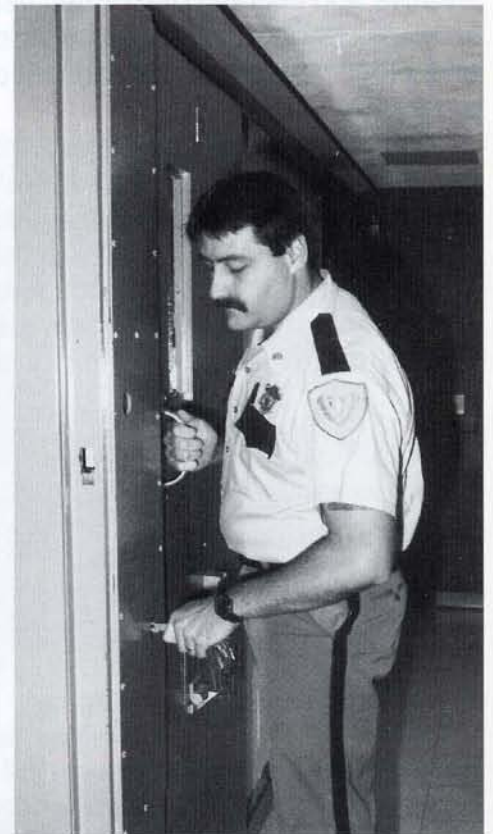


## Fast Facts

Address:	One Administration Road Bridgewater, MA 02324
Telephone:	(508) 697-3360
Superintendent:	Paul B. Murphy
Security Level:	Medium
Opened:	1987
Capacity:	485
Avg. Population:	707
% of Capacity:	146%
No. Employees:	302 auth./258 filled
Training Hours:	17,839
Expenditures:	\$14,277,531



**Above:** A view of Old Colony from just outside the main entrance. **From right clockwise:** A Correction Officer maintains security within a unit; Superintendent Paul Murphy discusses a case with the Inner Perimeter Security (IPS) Team; activity in a main corridor; Supt. Murphy inspects tool control measures inside the prison Print Shop.





# OLD COLONY CORR. CENTER

Old Colony Correctional Center is a high-tech medium security facility located on thirty acres of land at the Bridgewater Correctional Complex, along with Bridgewater State Hospital, Southeastern Correctional Center, Massachusetts Boot Camp, and the Treatment Center. Since Old Colony is not a committing institution, inmates are transferred there from other Massachusetts Department of Correction facilities.

The actual construction of OCCC began in the summer of 1984, and the facility opened in October of 1987. The prison originally consisted of nine cell blocks, six consisting of sixty cells while the remaining three contained thirty cells each. In May of 1990, an additional sixty cell modular unit was added. Each of the sixty cell units have some double bunking because of a daily count consistently above suggested capacity. The facility has a

secure perimeter, which consists of a fourteen foot double chain link fence topped with razor wire. Between the double fences are high-tech motion detectors which are part of a microwave system which alerts tower and control room personnel when an intruder passes between the fences. These devices are sensitive enough to detect the motion of rain falling or wind blowing.

Historically, the name of Old Colony dates back to the founding of our Nation, and fosters a sense of hope and "new beginning." In keeping with the Old Colony theme, the housing units within the institution are named after Revolutionary War heroes. Blocks are named for William Dawes, who joined Paul Revere in taking to horseback to warn that "The British are coming!" and for Crispus Attucks, a black Revolutionary and the first man to die in the famous Boston Massacre.

*I*n the period leading up to and during Fiscal Year 1993, Old Colony Correctional Center realized a major transition in administrative staff, including appointment of two new Deputy Superintendents and a new Director of Security. Overall, staff vacancies continue to be an issue in the unit teams and clerical departments. The hiring of temporary agency clerks did provide some immediate relief.

Of obvious impact on institutional climate has been the receipt of a "more aggressive" type inmate at Old Colony. The profile of these inmates generally warrants maximum security. It seems that as cliques and gangs are being dissolved at other facilities, Old Colony has received many of the leaders, increasing their solidarity. An increase in drug activity has been noted, although several attempts to introduce controlled substances by inmate visitors were thwarted during the period. In accordance with the new Tool Control Policy, OCCC maintenance reinforced the tool crib walls. The revised Key Control policy was also implemented during this period. All institutional keys have now been relocated and are distributed from the Outer Control Center.

A change in the Program Event policy, in which food for functions was no longer ordered from outside vendors and prepared internally to improve security and save on expenses, resulted in some negative feedback. Most groups continued to have their events without incident, though.

The University of Massachusetts and Massasoit Community College program began with one hundred and twenty seven students enrolled. Since January of 1992, two hundred and fifty seven inmates received certificates at the Old Colony school graduation, twenty seven received their GED's, and two attained Associates Degrees in Liberal Arts. The Old Colony Library was also involved in a five year plan as a preliminary step in the Library Services and Construction Act (LSCA) Grant process. A two-thousand dollar grant for purchase of a CD-ROM work station was approved at the end of the fiscal year.

Over the past fiscal year, the number of employee Industrial Accident claims have dropped significantly. Employees are not staying out as long and many long term employees have returned to their prior job duties. Figures indicate that employees who filed an IA claim and lost five or more days during the previous fiscal year equaled two hundred and thirty five employees, compared to only one hundred and seventy one this past year.



*Paul B. Murphy*

Paul B. Murphy,  
Superintendent





## Fast Facts

Address:	P.O. Box 1218 Shirley, MA 01464
Telephone:	(508) 792-7760
Superintendent:	William Coalter
Administrator:	Michael Corsini (Min./Pre-Rel.)
Security Level:	Medium/Minimum/Pre-Rel.
Opened:	1972
Capacity:	1115 Med./390 Min./67 Pre-Rel.
Avg. Population:	1090 Med./358 Min./47 Pre-Rel.
% of Capacity:	98% Med./92% Min./70% Pre-Rel.
No. Employees:	554 auth./551 filled
Training Hours:	38,117
Expenditures:	\$16,167,078 Medium \$6,597,042 Min./Pre-Rel.



**From top left down:** Administration building at Shirley Minimum; Administrator Michael Corsini addresses an inmate question; a view inside a Shirley Medium unit; a computer tutoring lesson; **From top right down:** Inmate count in a Minimum cottage; Shirley Medium's Carpentry Shop; the yard at Shirley Medium.





# MCI-SHIRLEY COMPLEX

The MCI-Shirley Complex is located forty-two miles northwest of Boston on the Shirley/Lancaster town line, and consists of both Medium Security and Minimum/Pre-Release facilities. The site was originally settled by Shakers, who sold the land to the Commonwealth of Massachusetts at the turn of the century, when Governor Draper opened the Shirley Industrial School for Boys. The school operated until 1970, when the site was closed. In 1972, the buildings and grounds grew active again, as MCI-Shirley was established as a Pre-Release Center. Several years later, a number of the Shaker Buildings were placed on the National Historic Register because of their historical significance.

MCI-Shirley Medium maintains twelve inmate housing units, a thirty-eight bed Health Services Unit, sixty bed segregation unit, recreation areas, and other support service facilities.

Although it is not mandatory for inmates in the Medium Unit to maintain employment, many are providing assistance to DOC industries, food services, and maintenance. At the Minimum/Pre-Release levels, inmates must take part in an employment program. Budgeting time for work, treatment, education, and recreation activities allows inmates to set priorities, accomplish goals, and bear the burden of their decisions.

Contributing to the employment pool is a farm operation at the Minimum Unit. The farm occupies thirty acres of land in cultivation of green peppers and butternut squash, and maintains a beef herd of forty-five head. The high quality of the animals has commanded top dollar, as have the vegetables at the Worcester Wholesale Market. The vegetables are also provided to the Food Service Department at MCI-Shirley, and surplus is delivered to an area food bank.

Fiscal 1993 brought significant changes and enhancements to the operation of the complex. Many positive changes and refinements over the course of the last twelve months have made for a better-run facility for both inmates and staff.

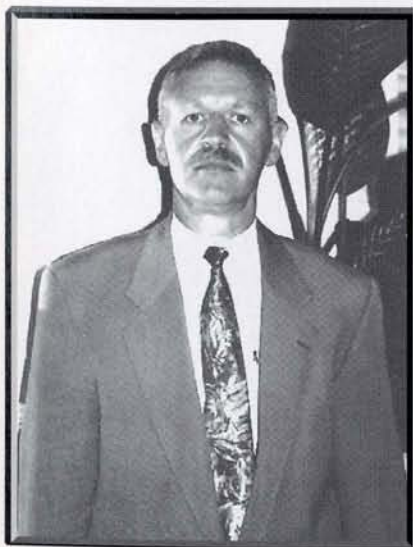
The Medium Security Unit has seen the inauguration of an in-house Substance Abuse Program, including the first graduation from the program this fiscal year. The first of the graduations from the Academic Program also took place over the twelve-month period.

The Minimum Unit has undergone many changes, including the closing of all of the kitchens in the separate housing units. This has consequently enhanced sanitation and public health standards. The centralization of all prison visits to specific locations within the facility has also taken place, greatly improving inmate and visitor accountability. Through random urine testing in the Minimum Unit, the Inner-Perimeter Security (IPS Team), has been successful in returning those who fail the program to higher security.

DOC Industries began operations at this institution this year with a furniture production operation in the Medium Unit and a furniture repair shop in the Minimum. A Central Tool Crib was opened in the old power plant building, and a central motor pool was established. Other projects included construction of a new basketball court in the Minimum Unit, construction of a new kennel for the complex K-9 Team, renovation and roof replacement of Cottage Six, and the paving of major sections of the complex access road.

In looking back, we must also congratulate those individuals from our complex who were recognized at this year's 'Beyond Excellence' Awards Banquet. Community Services Director James Kelly received the Charles Gaughan Award in recognition of his continually exemplifying a spirit of humanity and compassion, and Correction Officer Kenneth Dawson was honored with a Commissioner's Citation for his courage in the face of an escape attempt. The entire Substance Abuse Unit at MCI-Shirley received a Professional Excellence honor, and we thank the members for their dedication and service.

As we look ahead to the next twelve months, we are challenged by new objectives, including the addition of security fencing and new towers at the Medium Unit, and a complete upgrading of the facility's water system, among many others. Our main emphasis during Fiscal Year '94 will be on organizing the American Correctional Association accreditation process for the MCI-Shirley Complex, and we look forward to achieving our ultimate goal - a successful ACA accreditation.



*William Coalter*

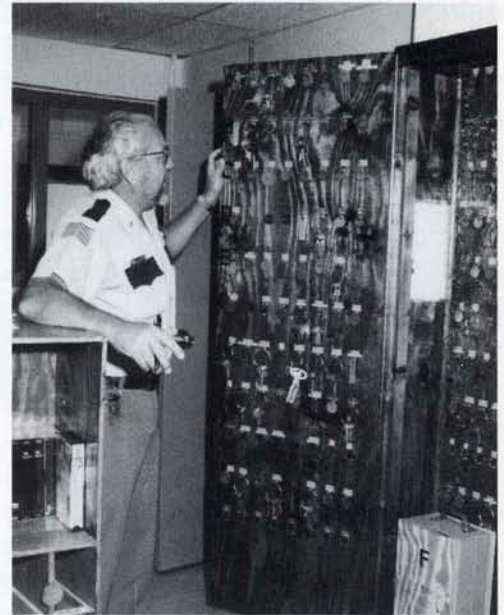
William Coalter,  
Superintendent





## Fast Facts

Address:	12 Administration Road Bridgewater, MA 02324
Telephone:	(508) 697-3327
Superintendent:	Lynn Bissonnette
Security Level:	Medium and Minimum
Opened:	1976
Capacity:	1152
Avg. Population:	810
% of Capacity:	70%
No. Employees:	471 auth./420 filled
Training Hours:	33,827
Expenditures:	\$17,617,389



**Top:** Staff gather to hear inmate concerns during the noon hour.  
**From right clockwise:** Institutional key control; outside SECC cells; Superintendent Lynn Bissonnette meets with a prisoner; Correction Officers monitor inner control.





# SOUTHEASTERN CORR. CENTER

As a result of overcrowding at other Massachusetts Department of Correction institutions, Southeastern Correctional Center was founded by the Commissioner of Correction in August of 1976, separating the patient population of MCI-Bridgewater from the SECC prison population. The long and colorful history of institutions located at the Bridgewater site dating back to the mid 1850's include their functioning as an Almshouse, State Pauper Establishment, State Hospital, and Department for Defective Delinquents.

Southeastern Correctional Center consists of both Medium and Minimum Security Units. Originally instituted as a Medium Security facility, the Minimum Unit at Southeastern was first added in July of 1986. With a capacity of 212 inmates, this unit was established in order to provide an inmate work force to support operations at the Bridgewater Complex. Adminis-

tration and staff have also worked hard to maintain the programs and opportunities necessary to prepare an inmate for release into the community.

In April of 1990, the reorganization of the Bridgewater Complex placed the administration and operation of the Bridgewater Addiction Center under the administration of SECC. The inmate population exceeded 1,100 with the latest addition. The Addiction Center Unit houses up to 393 adult males who require medically supervised detoxification and treatment for alcohol and drug addictions. This unit accepts both civil and criminal commitments. The majority of civil commitments are for a thirty-day period, as there are usually legal issues that remain unresolved. Criminal commitments are placed in the unit through the Department of Correction Classification System. All have been identified as substance abusers who would likely benefit from formal treatment.

Southeastern Correctional Center's institutional climate during Fiscal Year 1993 is noted as fair and stable. There are no significant increases in areas including weapon confiscation, drug activity, racial issues, or other group conflicts to report when compared to past years.

During the past year, Southeastern Correctional Center has experienced several major changes in Administrative staff. Former Superintendent Timothy Hall was promoted to the position of Associate Commissioner of Health Services in late 1992, when Richard Smith took on the role of Superintendent at Southeastern. His retirement came just after the start of Fiscal Year 1994, and in mid-August of 1993, I was named Superintendent of SECC. Another major move involved the promotion of our Deputy Superintendent of Classification and Programs as Alex Fox was named Superintendent at MCI-Plymouth. At that time, Concord Farm Administrator Jake Gadsden assumed Fox's former responsibilities.

Many changes were made during the past year in regard to Tool and Key Control regulations, bringing Southeastern Correctional Center into compliance with applicable policy. A new count procedure was also developed and put into effect. The proposal to consolidate the SECC Health Services Unit and the Addiction Center Health Services Unit was also realized mid-way through the fiscal year, in early 1993. Prior Superintendent's Management Objectives were also completed on schedule. A new Southeastern Correctional Center staffing pattern and organizational chart was put into place, the Disorder Management policy was reviewed and a Command Post Drill was conducted during the year, and pursuit of the re-keying action plan continued.

With everyone's cooperation, several major improvement projects were seen through to a successful conclusion. Lighting units in the Sections were renovated, repaired, or replaced. Asbestos removal projects were ongoing and on schedule. Construction of a new Tool Crib brought SECC into compliance with Tool Control Policy, and installation of new shower units or shower flooring was conducted in several Southeastern Dorms.

With the support of dedicated staff, Southeastern Correctional Center has met many of its objectives, and has maintained a smooth and orderly daily operation of the facility. We are confident that this will continue through the new fiscal year.



*Lynn Bissonnette*

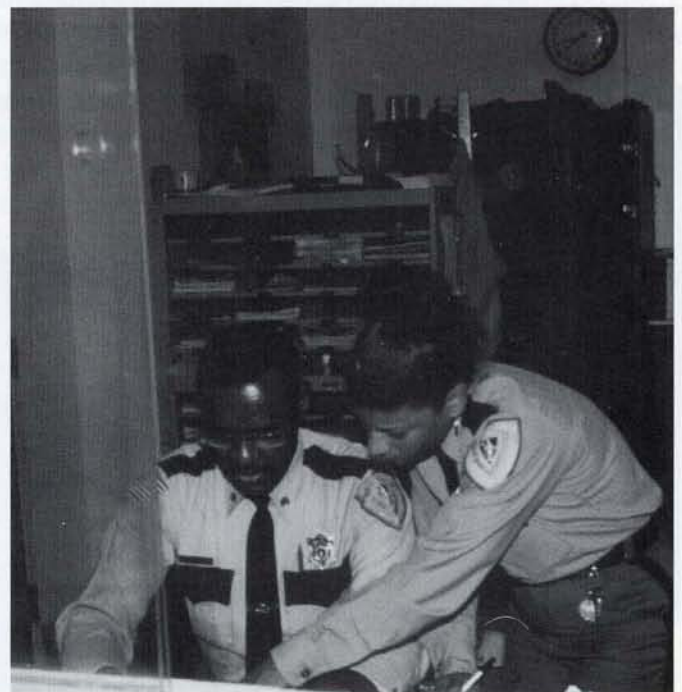
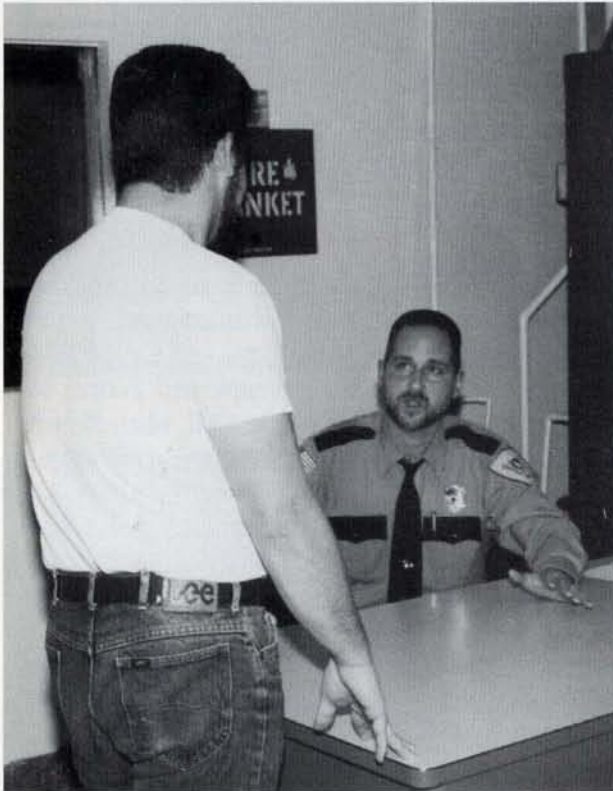
Lynn Bissonnette,  
Superintendent





## Fast Facts

Address:	125 So. Huntington Ave Jamaica Plain, MA 02130
Telephone:	(617) 727-0280
Superintendent:	James T. Walsh
Security Level:	Minimum
Opened:	1985
Capacity:	175 (as of Jan. '93)
Avg. Population:	116
% of Capacity:	*****
No. Employees:	43 auth./40 filled
Training Hours:	4,938 (18 months)
Expenditures:	\$2,824,791



**Top:** Sign marks the front entrance to the Jamaica Plain facility. **From upper right clockwise:** A Longwood Correction Officer taste-tests the evening meal; security activity inside Outer Control; a Longwood inmate checks with a Correction Officer about a planned activity.



# LONGWOOD TREATMENT CTR.

Opened in March, 1985, Longwood Treatment Center is our only state correctional facility providing intensive substance abuse treatment services to state and county inmates. Longwood's mission is to act on behalf of public safety while providing the appropriate balance of treatment and education to this unique population.

The primary goal of the Center is to provide a stimulus to offenders to confront their problems with alcohol and/or drugs, and to accept the consequences of their substance abuse. To fulfill this mission, Longwood offers a program of comprehensive services delivered by both Department of Correction employees and a private substance abuse services contractor. The treatment program is designed to equip inmates with the resources necessary to gain insight about the problem, to internalize their addiction to alcohol and/or drugs, to assess its personal consequences, and to teach adoptive skills that will lead to a constructive change. Until recently, Longwood only accepted inmates who were serving a House of Correction sentence. Since January, 1993, Longwood has accepted

minimum status non-violent offenders with state sentences and Outside Under Supervision status.

Community restitution is the key focus of the Longwood program, and is achieved by having inmates volunteer their services to a variety of community agencies. Longwood intends on expanding offerings to the children of Boston by creating a substance abuse outreach program in the Boston school system. Longwood also works closely with a wide variety of Community Board members ranging from Indian Council and Boston Parks Department representatives to Legislators, private citizens, and civic organizations which support the Longwood program.

In a recent polling of recidivism rates for all Massachusetts Department of Correction institutions, Longwood Treatment Center's rate was the lowest recorded by an institution with a release sample large enough to be statistically significant. This further supports the fact that Longwood provides successful programs that reinforce the Department's paramount concern - a commitment to public safety.

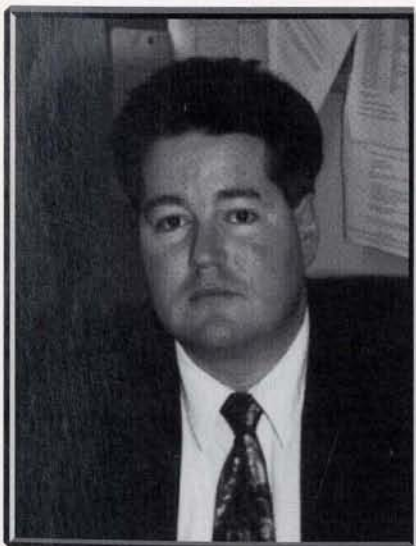
This year's Annual Report reflects many positive changes and growth in the operations and services that are provided at the Longwood Treatment Center. Among the key changes to take place was the shift in administration as David MacDonald was appointed Superintendent at MCI-Lancaster, and James Walsh, Jr. was named Longwood's new Superintendent by Commissioner Larry DuBois.

Groundwork for the 50 bed expansion was completed during the year. The Boston Board of Appeals voted to accept the plan, with final approvals granted in early 1993. The implementation of a formal classification process also took place this year, with the former Client Movement Committee replaced by the DOC Classification Board, and all staff trained in the DOC's classification policies and procedures.

Shortly before and during this reporting period, the facility also participated in two separate accreditations. Policies and procedures were reviewed by both the American Correctional Association and the Commission on Accreditation of Rehabilitation Facilities. The ACA issued a 100% compliance rating, while the CARF granted the highest rating that it can issue to Longwood.

The Boston Parks and Recreation work crew continued to provide labor to neighborhood parks in the community. In January, 1993, an inmate work crew was assigned to the State House to provide labor for the maintenance of offices and grounds. One example of their work was snow removal at the State House during the Blizzard of 1993. In April, 1993, an inmate work crew was established and assigned to work with the Massachusetts Highway Department, responsible for some cleaning of roads and highways. An additional work crew is planned to begin sometime in the Fall of 1993. An additional inmate work crew was also assigned earlier this year to the Greater Boston Food Bank, providing food to the area's homeless, with two work crews now at that location.

Longwood Treatment Center has experienced a great deal of growth and changes during the reporting period. The facility maintained high standards through its program services and operations, which was reflected by dual accreditations and lack of escapes during the period. Overall, Fiscal Year 1993 was a challenging and rewarding one for Longwood Treatment Center.



*James T. Walsh, Jr.*

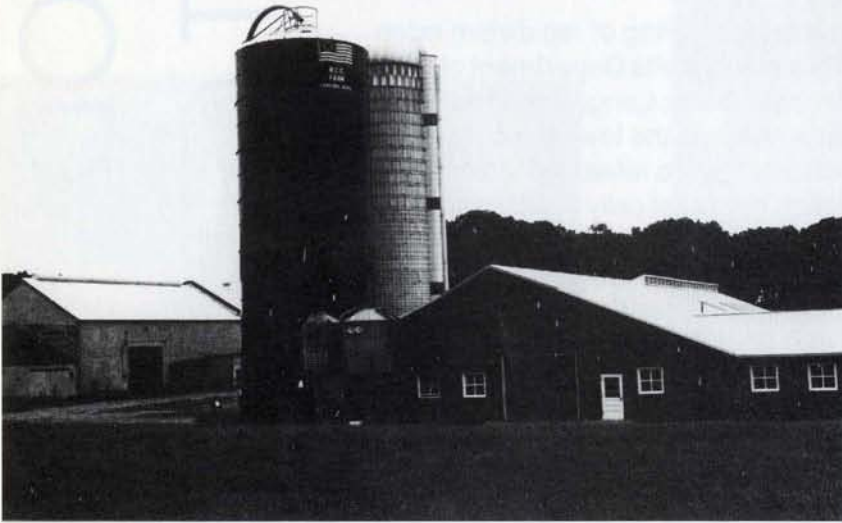
James T. Walsh,  
Superintendent



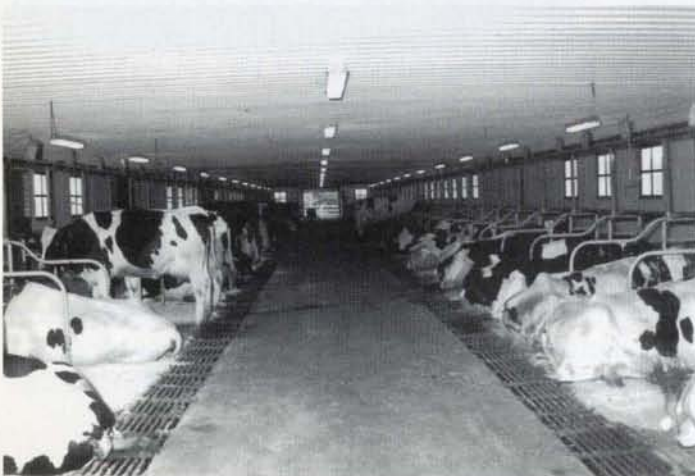


## Fast Facts

Address:	P.O. Box 1069 Concord, MA 01742
Telephone:	(508) 369-4120
Administrator:	Stephen Allard
Security Level:	Minimum
Opened:	1978
Capacity:	152
Avg. Population:	266
% of Capacity:	175%
No. Employees:	79 auth./68 filled
Training Hours:	3,772
Expenditures:	\$3,059,002



**Top:** An outside look at an institution dormitory.  
**Above:** Silos and the NCC barn. **From right clockwise:**  
 Culinary Arts instruction at NCC's renowned Fife and Drum  
 Restaurant; two scenes inside the barn as inmates prepare  
 cows for milking.





# NORTHEASTERN CORR. CENTER

Northeastern Correctional Center is a minimum security facility of the Massachusetts Department of Correction located in the town of West Concord, approximately 20 miles west of Boston and across the street from MCI-Concord. NCC was established in 1932, originally designed to serve as a supporting farm to the Massachusetts Correctional Institute at Concord. In its earliest stages, the facility included a cow barn and piggery, as well as a 100-bed dormitory. Although the piggery has since been eliminated, the dairy continues as a daily pasteurizing and packaging operation. This farm is responsible for supplying milk to nearly 80% of DOC facilities. In July of 1993, the farm also began packaging orange juice for distribution to DOC facilities.

In 1976, Gralton Hall was built, and

originally housed fifty-two pre-release status inmates. This population was replaced with minimum status inmates by 1980. The gymnasium, which was completed in 1990, is the most recent addition to the grounds, allowing NCC to provide a full slate of recreation and activities programming to the inmate population.

After operating under the administrative leadership of MCI-Concord for many years, Northeastern Correctional Center was eventually given its own support staff and became a separate entity in 1978. The state's economic difficulties forced a return to a consolidation of the two institutions, and the compound is now referred to as the MCI-Concord Complex. Although the Northeastern Correctional Center continues to assume responsibility for daily operations, it now looks to its mother institution in matters of fiscal concern.

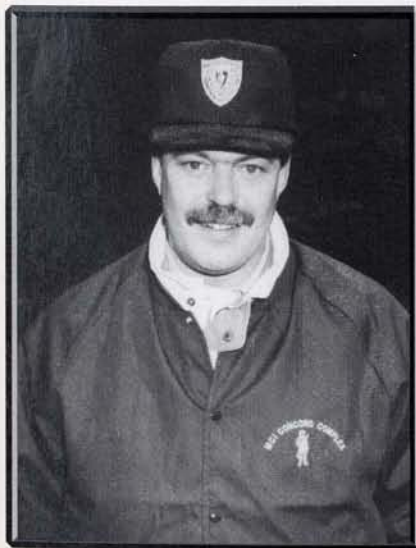
*A*s we begin Fiscal Year 1994, the focus at Northeastern Correctional Center is on preparation for the much anticipated American Correctional Association accreditation audit. The ACA is a private, non-profit organization that administers the only national accreditation program for all components of corrections. The process requires that NCC meets 468 standards that have been identified as minimum standards for humane conditions of confinement, covering areas including security, services, physical plant conditions, and accountability. This in-depth review will provide the staff with the opportunity to identify the real needs of this facility and assist with the targeting of areas that might need some attention.

In continuing with our efforts to meet an important objective, the number of inmate work crews was increased by 400% during the recently completed fiscal year, and NCC will continue to increase the number of qualified and eligible inmates who are providing services to surrounding communities.

Based on other successful initiatives from the past fiscal year, Northeastern Correctional Center has set some administrative goals and objectives for the coming period. NCC has begun the process of identifying the need for additional computer access and an upgrade in service, and the Department of Correction is moving quickly to bring equipment up to speed with industry standards. Northeastern Correctional Center has also been included in the DOC contract as an expansion site for an intensive substance abuse program unit, slated to begin in November of 1993.

Northeastern Correctional Center will also work during the new fiscal year towards compliance with the facility's yearly overtime allotment, as well as manage sick time usage in accordance with Central Office goals. The health and wellness of our staff is key to a well-run facility, and so NCC will question staff about health and wellness needs during the second-quarter, followed by a program to meet the needs that dominate in survey results.

Finally, of primary importance to the physical plant is the planned replacement of steam lines connecting Gralton Hall to the Farm Dorm, as well as the upgrading of the fire alarm system in that building. This work will increase the safety and well-being of both staff and inmates, contributing to our planned successes in Fiscal Year 1994 and beyond.



*Stephen Allard*  
Stephen Allard,  
Administrator





## Fast Facts

Address:	P.O. Box 207 Myles Standish Forest South Carver, MA 02366
Telephone:	(508) 291-2441
Superintendent:	Alex Fox
Security Level:	Minimum
Opened:	1952
Capacity:	151
Avg. Population:	275
% of Capacity:	182%
No. Employees:	80 auth./68 filled
Training Hours:	3,636
Expenditures:	\$3,381,437



**Top:** Inmate firefighters receive training in Myles Standish State Forest. **Above:** A view outside the institution. **Right:** The MCI-Plymouth 'Hot Shots' strike a pose. **Below:** Another institutional perspective.





# MCI-PLYMOUTH

On May 22, 1952, Supervisor Louis Briand and nine prison camp officers reported to their assignment at the newly constructed Restoration Camp #1 at Myles Standish State Forest. The following day, six specially selected prisoners were transferred to the new facility to begin readying the building for full occupancy by fifty prisoners. By the end of that year, the prison was near its capacity, and construction was underway on four additional buildings on the site. The Plymouth Forestry Camp, as it came to be known, was firmly established. The dedication and work of the early camp men also cemented the positive relationship with the surrounding community, a relationship which exists to this day.

The inmates also gained a local reputation as dependable and competent firefighters. During the dry season of 1952, five serious fires broke out in the State Forest, and the camp men saved many acres of woodland. The inmate firefighters continue to play an integral role at the facility and in the community.

The mid-fifties brought much change throughout the corrections system, and the prison camp became officially known as MCI-Plymouth. By 1967, work release programs were well established in the corrections system, and MCI-Plymouth became more of a work release facility than a forestry camp. Eventually, the forestry programs ended, and the community correction environment of which MCI-Plymouth is now a part is intended to provide the offender with the programs and instruction needed to make a smooth transition from prison life to community living. Institutional programs and operational procedures are designed and structured in a manner that challenges an individual to be prepared for the time when he is released to the community.

The overall philosophy of MCI-Plymouth is to promote reintegration while protecting society. MCI-Plymouth is dedicated to providing a safe, secure, clean, and humane environment for inmates and staff, while offering effective programming to promote the successful reintegration of the offender.

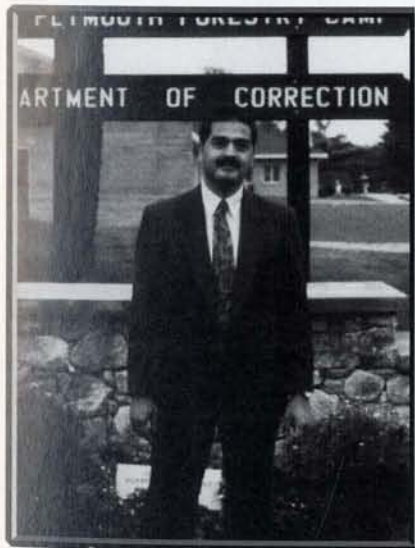
*MCI*-Plymouth has remained relatively quiet throughout Fiscal Year 1993. One of the most pressing issues at the start of the period - the large influx of inmates from South Bay, a County House of Correction - seemed to have subsided as the year drew to a close. Also, MCI-Plymouth has implemented a variety of operational changes. As staffers and inmates became more familiar with the new Tool and Key Control and inmate accountability measures, early concerns about the changes diminished significantly.

In November of 1992, I became the new Superintendent, as former Superintendent John Tucker was named Superintendent at Pondville Correctional Center. The institution also acquired a new Director of Security. Luis Spencer, formerly a Captain at MCI-Norfolk, worked closely with the Lieutenants to improve facility operations and develop additional security procedures.

Replacement of our back-up generator was a major priority, with many other improvement projects successfully completed during the fiscal year as well. They include completion of the Pondside Meetinghouse, renovation of the Bunkhouse, and renovation of the A dorm officers control center. Major projects planned for Fiscal 1994 include Safety and Energy Conservation improvements and renovation of the A Dorm bathroom.

We have installed two new video cameras to monitor inmate activities in areas of concern within the prison facility. A shakedown was also conducted at year's end utilizing K-9 units from MCI-Cedar Junction and the Bridgewater Complex, and helped to eliminate any contraband.

Among other highlights of the past year, MCI-Plymouth successfully completed an American Correctional Association accreditation audit in mid-June. The staff worked diligently to reach this goal, and was elated to achieve a compliance level of 97.9%. This accreditation process was beneficial in promoting teamwork and cooperation towards a mutual goal, and also focused extra attention on the improvement of operations, systems, procedures, and record keeping. We are confident that the successful effort will carry over to the start of the new fiscal year, and another period of growth and new experience for all at MCI-Plymouth.



*Alex Fox*  
Alex Fox,  
Superintendent

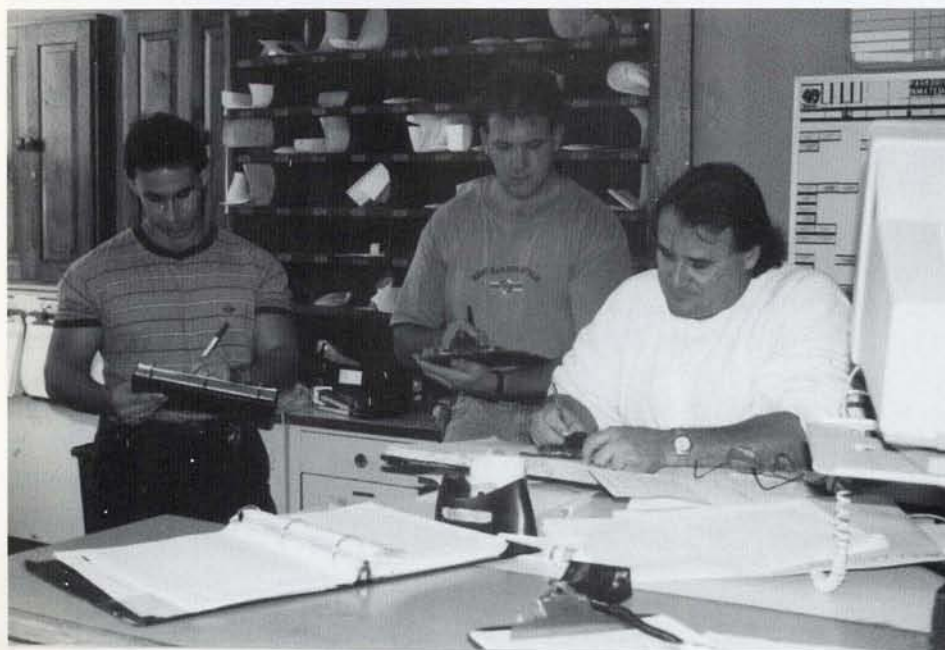
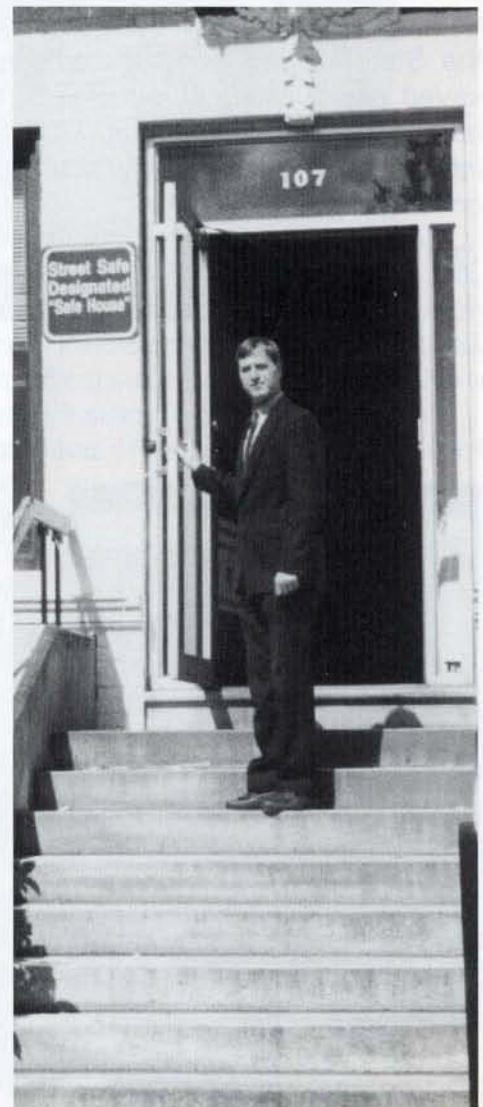




## Fast Facts

Address:	107 Park Drive Boston, MA 02215
Telephone:	617) 727-2275
Superintendent:	John P. Leonard
Security Level:	Pre-Release
Opened:	1977
Capacity:	50
Avg. Population:	69
% of Capacity:	138%
No. Employees:	18 PDPRC/14 CC-PPREP
Training Hours:	511
Expenditures:	\$1,378,038

**Above:** The Park Drive Pre-Release facility occupies a corner lot in Boston's Fenway neighborhood. **Right:** Superintendent John Leonard stands outside the Park Drive entrance marking the facility as a neighborhood 'Safe House.' **Below:** Correction Counselors monitor the comings and goings just inside the main entrance.





# PARK DRIVE PRE-RELEASE

Located near historic Fenway Park, the Park Drive Pre-Release Center has been situated in a leased five-story brick structure since 1977. Overlooking a much-used park and located near schools, rapid transit, and other facilities, the Center's location is an excellent one, and both staff and inmates have become a part of the neighborhood. Currently, there are no in-house programs offered at the Park Drive facility, but a well-structured curriculum of community programs and instructional opportunities is available, with the successful reintegration of the offender as the ultimate goal.

Program Related Activity (PRA) released inmates participate in Alcoholics Anonymous and Narcotics Anonymous programs, mental health coun-

seling, therapeutic services, and religious activity. Each release, no matter what the activity, requires an approved verification permit which includes the inmate's name, destination, travel arrangements, and arrival and departure times. Any and all changes to an itinerary must be pre-approved.

During the past calendar year, renovations to the facility took place under provisions of the 1992 lease. These physical improvements combined with the well-structured community program offerings were key factors in the recent American Correctional Association Accreditation review. This comprehensive Core Foundation Audit resulted in a perfect score of 100% compliance for Park Drive on both mandatory and non-mandatory standards that were reviewed.

As we take the time to look back on Fiscal 1993, the First quarter of the twelve-month period was a challenging one, especially after ending the previous fiscal year with a perfect score on an ACA Core Foundation Audit and having completed major renovations to our facility. With the momentum of Fiscal Year 1992 helping to guide us, we entered the new fiscal year with enthusiasm and optimism.

The second-quarter of Fiscal Year 1993 witnessed a change in Superintendents at Park Drive Pre-Release Center, as Paul Blaney was assigned to head the Boston Pre-Release Center, and I was named Superintendent here at Park Drive. Staffing patterns and job functions were revised to streamline all of the operational aspects of the facility. The classification system was decentralized from what was a three member unit that included a word processor to one made up strictly of Correction Counselors. Each of these new units continues to maintain a full offender caseload as we continue to examine and evaluate this transition and its effect on staff and inmates. Through the cooperative efforts of other Department of Correction sites including Lemuel Shattuck Hospital, assistance has also been afforded us in nearly all of our returns to higher custody and medical trips to MCI-Norfolk. This assistance has been very helpful and much appreciated.

Among the year's other highlights: In January of this year, the Deputy Superintendent and I toured Youth Build - a federally funded program assisting troubled youth through educational, vocational, and job training programs. The administrators of this program also visited Park Drive and offered assistance to young offenders with established release dates. I also enjoyed a tour of Federal Prisons in Connecticut and New York. The trip afforded much insight into areas including housekeeping, and key and tool control.

The remaining part of the quarter was spent preparing the facility and working with EMSA officials as part of the national Commission on Correctional Health Care accreditation process. Park Drive successfully underwent this audit in mid-April. On June 16, 1993, Park Drive Pre-Release Center also hosted a 'Media Day' event in which an area publication, 'The Fenway News', toured the facility and was given a first-hand look at the daily operation here. A very favorable article in their publication followed, an article in which they referred to those at Park Drive Pre-Release Center as 'good neighbors.' Park Drive officials were also successful in establishing an Alcoholics Anonymous program at the local Safety Center, located across the street from our facility.

At the conclusion of the Fourth-quarter, we must also take a moment to congratulate Katherine Golden, a Correction Counselor II at Park Drive Pre-Release. Katherine was honored at the most recent 'Beyond Excellence' award banquet when she was recognized as Park Drive's Employee of the Year. We thank her for her dedication and service, and look forward to meeting all of the challenges that Fiscal 1994 may bring.



*John P. Leonard*

John P. Leonard,  
Superintendent

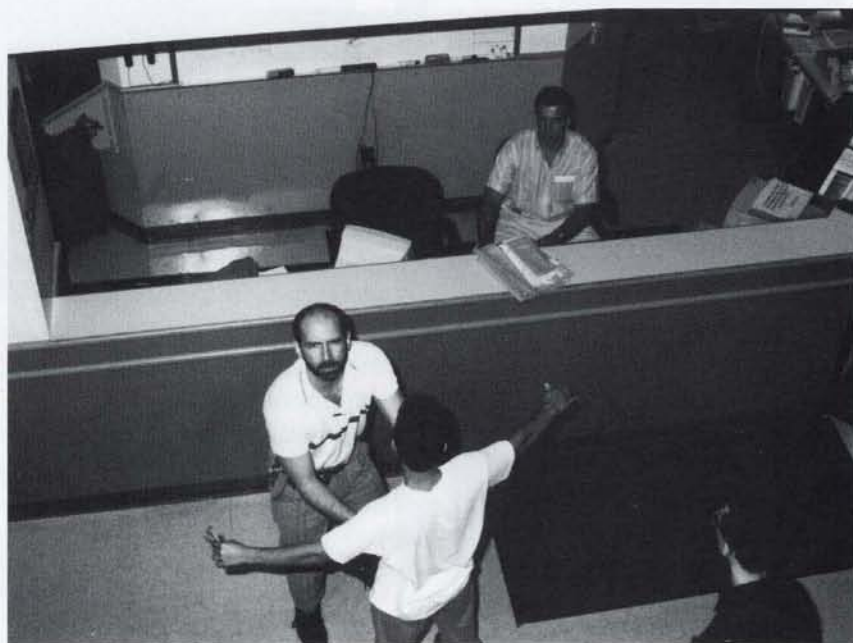
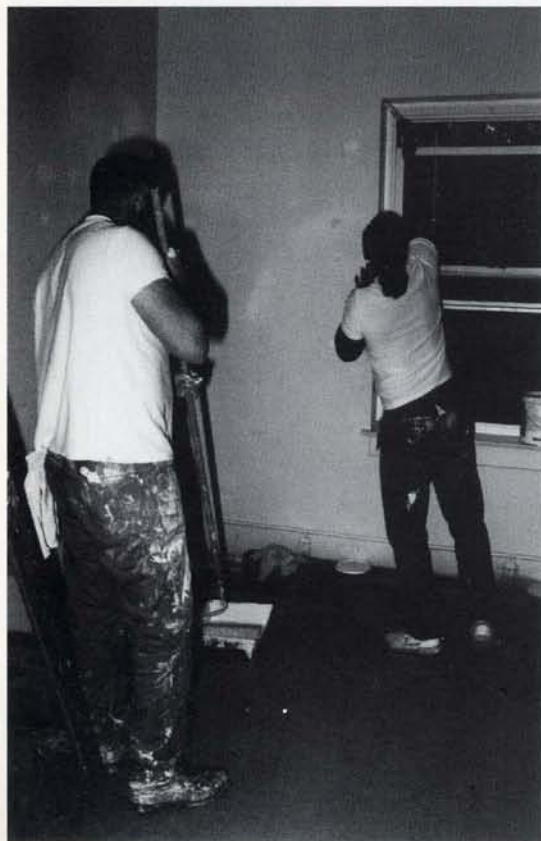




## FAST FACTS

Address:	P.O. Box 146 Norfolk, MA 02056
Telephone:	(508) 668-0808
Superintendent:	John Tucker
Security Level:	Minimum and Pre-Release
Opened:	1975 (as Norfolk Pre-Release)
Capacity:	204
Avg. Population:	197
% of Capacity:	97%
No. Employees:	43 auth./38 filled
Training Hours:	1,748
Expenditures:	\$1,900,208

**From top clockwise:** An exterior view of Pondville's main entrance; Superintendent John Tucker takes a phone call inside administrative offices; a Correction Counselor pat-searches an inmate upon his return to the institution; members of an inmate work crew work hard to prepare and paint a room in the facility.





# PONDVILLE CORR. CENTER

Located thirty-six miles southwest of Boston, the original Norfolk Pre-Release facility was constructed in 1975 by Department of Correction employee John Bacon and a select group of MCI-Norfolk inmates. The original population consisted of twenty-six inmates and a staff of approximately twelve. Throughout the 80's, the facility was a leader in achieving accreditation under the American Correctional Association's Standards for Adult Community Programs, receiving its first award in 1985. In 1988, a major phase of construction began which added an additional 145 beds, at which time the facility became known as the Pondville Correctional Center. Pondville primarily houses minimum security inmates now, but also maintains a 48 bed pre-release component. The goal is to reintegrate inmates who had previously been incarcerated at higher security levels within the Department of Correction.

The administration and staff at Pondville Correctional Center strive to

provide the offenders with the opportunity to participate in therapeutic, educational, and work related programs as part of the reintegration process. Moreover, Pondville Correctional Center encourages inmates to use the opportunities afforded to them as a means of gaining and accepting more responsibility for themselves as they become productive citizens. Computer-based life skills training has also been introduced. This approach focuses on areas including resume writing, job application and interview preparation, personal finance, and other important skills.

Each minimum inmate is expected to maintain a daily job assignment in one of the sixteen different job titles. These paid assignments provide the offender with opportunities to develop and maintain viable work skills and dependable work ethics. Pre-Release inmates are eligible for work release in surrounding communities, maintaining a base of twenty-two work release employers in twelve communities.

During Fiscal Year 1993, the overall climate at Pondville Correctional Center has been relatively calm, with few significant incidents to report. Pondville Correctional Center staff were extremely cooperative throughout the change in administration which occurred in December, 1992, contributing to the positive attitude of staff and administration.

A major focus during Fiscal 1993 was on policy development at Pondville Correctional Center. Ninety-five percent of the policies now in place were written and implemented during the period. Among them: major renovation and reorganization of the Maintenance Shop as part of a new Tool Control Program, new disorder and fire safety policies, updating of institutional evacuation plans, a new substance abuse policy, and new Code 99 procedures, with drills conducted regularly. Improvements to the physical plant are also in evidence. Updating of electrical systems, landscaping, repair of fire detection systems, and expansion of the computer network have all taken place. There are no current or future capital projects being planned at Pondville, although some minor renovations may take place depending on budgetary resources in the coming year.

Congratulations are also in order for Pondville Correctional Center's Employee of the Year Malcolm King, who received a certificate of recognition at this year's 'Beyond Excellence' Award Banquet. We are proud of Malcolm and all of the award recipients who represent the best of the Department of Correction.

As we look ahead to Fiscal Year 1994, we are especially optimistic about the American Correctional Association accreditation process, scheduled to take place during the spring of 1994. Pondville Correctional Center faces a considerable task in preparing for this audit. It is expected that through the use of computer technology and other department resources, this goal can be achieved. We have also set new objectives for the period, including the computerization of the locks and keys database, conducting a mass casualty disorder drill, full implementation of Community Work Crew accountability guidelines, and development of an inmate orientation program.

Through the successes of the past and stability through a difficult period, we at Pondville Correctional Center are confident that the climate of our institution will remain positive during Fiscal 1994, and we look forward to tackling any and all of the challenges that might come our way.



*John D. Tucker*

John Tucker,  
Superintendent

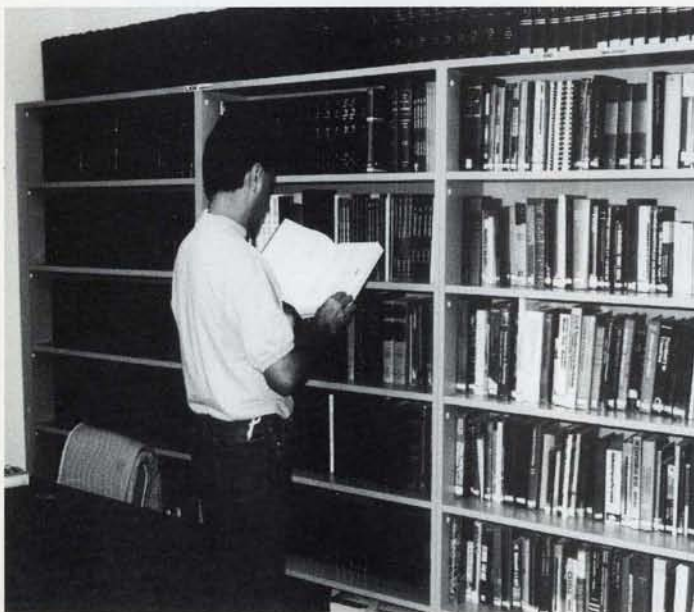




## FAST FACTS

Address:	P.O. Box 850 135 Western Ave. Framingham, MA 01701
Telephone:	(508) 879-1241
Superintendent:	Paul Poyser
Security Level:	Minimum and Pre-Release
Opened:	1976
Capacity:	125
Avg. Population:	194
% of Capacity:	155%
No. Employees:	43 auth./38 filled
Training Hours:	5,186 (18 months)
Expenditures:	\$1,686,575

**From top clockwise:** South Middlesex Correctional Center main entrance; SMCC staff discuss key issues; Supt. Paul Poyser at sign marking South Middlesex; an inmate makes use of the SMCC Library.





# SOUTH MIDDLESEX CORR. CENTER

Located 22 miles from Boston in the City of Framingham and founded in 1976 with an original population of twenty-five inmates, South Middlesex Correctional Center is a two-hundred bed facility for minimum status and pre-release male inmates within the Department of Correction. Originally a facility for inmates with Pre-Release status, SMCC occupied the Hodder House, now a part of MCI-Framingham. In August of 1981, the institution transferred to its current location. In 1990, a new wing was added, and the institution was able to incorporate a minimum unit within its operations. The mission of South Middlesex has always been one that seeks to protect the public from criminal offenders, while providing inmates with rehabilitative opportunities that will aid in their return to society.

South Middlesex Correctional Center consists of one large three-story building with a basement. The first floor consists of administrative offices, while the second and third floors are used as inmate living quarters. Most of these rooms are double occupancy,

with some additional rooms that are either used as singles or house several men. As a Minimum Security and Pre-Release facility, SMCC is not within a secure perimeter and there are no lock-in cells.

The work release inmate population at South Middlesex Correctional Center hold jobs within the surrounding community, and those workers are paid an average wage of \$5 per hour. Many of the employment opportunities are offered by area fast food restaurants. In turn, these inmates contribute 15% of their earnings to the Commonwealth of Massachusetts General Fund in order to help offset the cost of room and board. Minimum status inmates work within the institution as cooks, janitors, or carpenters, or in the community under direct staff supervision for a stipend of \$2 per day.

During the previous reporting period, Fiscal Year 1992, the institutional operating budget at South Middlesex Correctional Center was \$1.8 million dollars, and represented an annual per-bed cost of \$8,800. This was the lowest rate within the Massachusetts Department of Correction.

South Middlesex Correctional Center has undergone major changes, including a name change from Pre-Release to Correctional Center to include our minimum population. Administratively, SMCC had a change in Superintendents, and has gained a Director of Operations/Security and a Director of Classification. Currently, SMCC is in the process of implementing the Unit Management concept. This change was instituted through the Director of Classification, and is in its early stages.

During the past year, SMCC underwent a number of inspections and audits. Overall, the results were very favorable, including successful ACA re-accreditation, with 100-percent compliance with mandatory standards, and 98-percent of those standards not mandated. In addition, SMCC's Health Services Unit passed a National Commission on Correctional Health Care (NCCHC) inspection with a perfect score of 100-percent.

As part of our program related activity, South Middlesex has two outside work crews providing assistance to the Wellesley Department of Public Works and the Worcester Highway Department. In-house educational programs also continue, and Mt. Wachusett Community College will be offering courses at the facility with the addition of a new automotive maintenance and repair course.

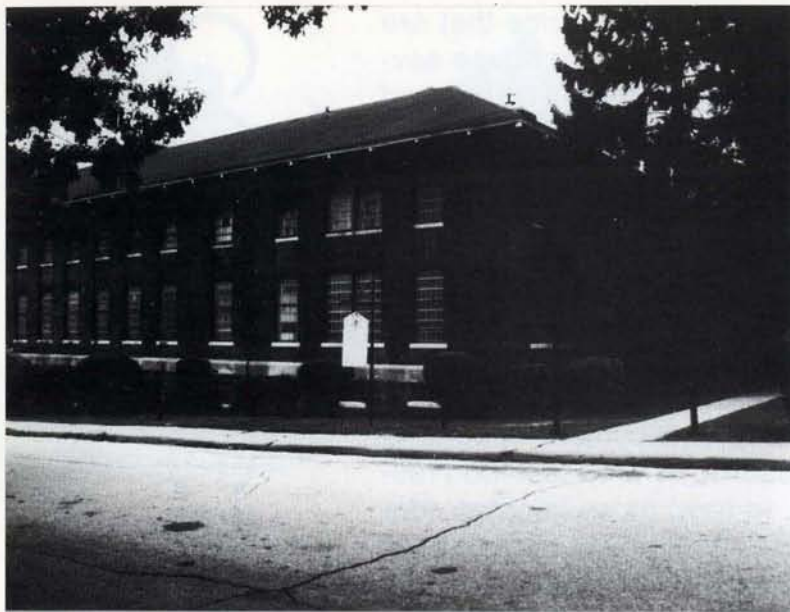
We at South Middlesex Correctional Center are especially proud of our ability to operate in a fiscally sound manner and within budgetary constraints, and are pleased to have received ACA re-accreditation during this past fiscal year. At a time when funding has been especially tight, administration and staff have been able to maintain the physical plant, security measures, and all of the programs that are offered at SMCC. We are confident that South Middlesex Correctional Center will continue to operate in a sound, secure, and professional manner in Fiscal Year 1994.



*Paul Poyser*

Paul Poyser,  
Superintendent

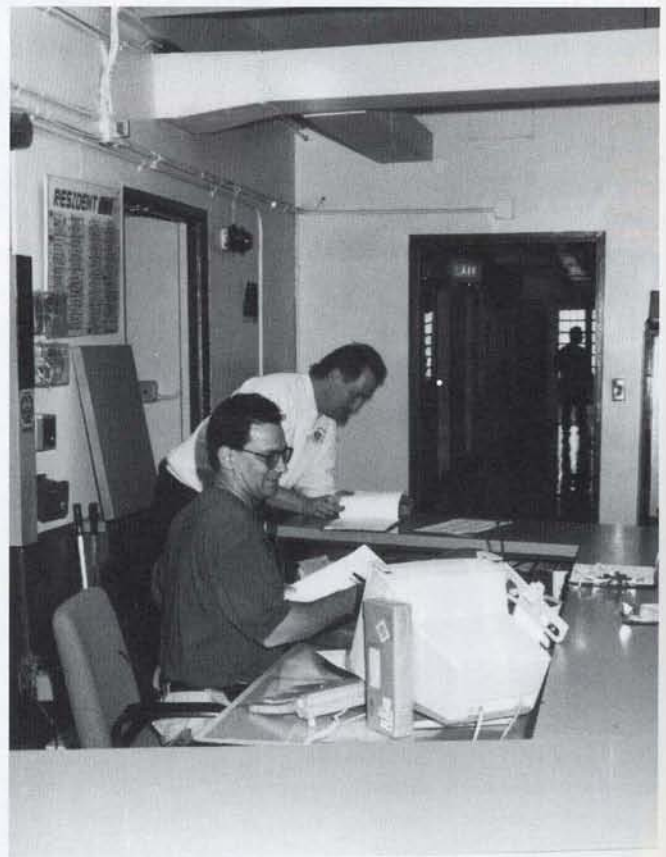




## FAST FACTS

Address:	P.O. Box 678 Center Station Dorchester, MA 02124
Telephone:	(617) 436-3122
Superintendent:	Paul E. Blaney
Security Level:	Pre-Release
Opened:	1972
Capacity:	101
Avg. Population:	99
% of Capacity:	98%
No. Employees:	28
Training Hours:	680
Expenditures:	\$1,422,883

**Above:** A view of the Dorchester facility from an adjacent parking lot. **Below Left:** Superintendent Paul Blaney poses at the sign which marks the pre-release center. **Below Right:** Correction officers keep track of inmates going to and coming from work release and other programs.





# BOSTON PRE- RELEASE CENTER

Boston Pre-Release Center has the distinction of being the first pre-release community correctional institution in the Commonwealth of Massachusetts. Opened in November, 1972 as part of the Correctional Reform Act, the two-story brick structure originally built in the late 1920's is located on the grounds of Boston State Hospital. The site was originally occupied by the Massachusetts Department of Mental Health, which turned over the grounds and facilities to the Department of Correction prior to the opening. The first floor of the facility consists of a reception area and security control desk, administrative offices, laundry and recreation areas, and dining hall. The second-story houses most of the double-bunked inmate living quarters, bathroom and shower facilities, weight room, and television lounge.

The institution houses one-hundred and one inmates, and nearly all

participate in Program Related Activity, or PRA release programs. Inmates approved for pre-release status must be within eighteen months of sentence completion or parole eligibility. Most are usually nine to twelve months away from their release date when they arrive.

It has been proven time and time again that there is a lower recidivism rate for inmates who have been released from prison after spending time in pre-release facilities, and Boston Pre-Release Center strives to provide that important transition. As with other pre-release centers within the DOC system, the offenders take part in work release, substance abuse and mental health counseling, and other therapeutic services. Boston Pre-Release also provides a work crew of minimum security inmates to the Lemuel Shattuck Hospital where members perform maintenance and janitorial services.

At the close of Fiscal 1993, there is a great deal of good news to report from Boston Pre-Release Center. One of the major developments involves a change in administration. A new Superintendent, Deputy Superintendent, Correction Officer, and Correction Counselor were brought on board during the course of Fiscal Year 1993.

The Department's Policy Development and Compliance Unit conducted an assessment audit in December, 1992. This audit was a comprehensive evaluation of operations and policy compliance, and was highly beneficial to administration and staff. In April 1993, the facility's Health Services Unit was surveyed by the National Commission on Correctional Health Care, and was awarded accreditation. Everyone involved did an outstanding job in complying with prison health services standards. The Massachusetts Department of Public Health also conducted an inspection, and an action plan was developed to address areas of minor deficiency.

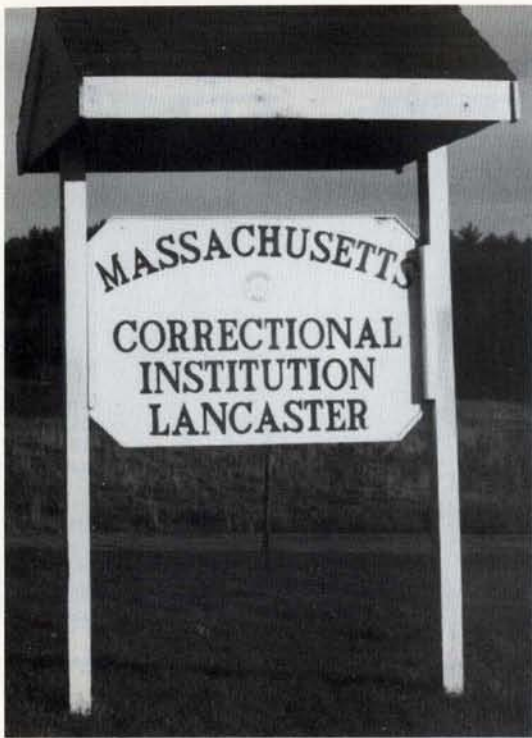
With Program Related Activity (PRA) as the key to any successful pre-release program, Boston Pre-Release Center took time during Fiscal Year 1993 to revise its PRA guidelines. The revised policy describes in detail the specific kinds of releases that an inmate may be eligible for, and assists the assigned counselor in administering to inmates in a uniform manner.

We begin Fiscal Year 1994 with several priorities. They include a study of the potential to relocate the Center to an adjacent site, development of initiatives to address overcrowding problems, and an increase in work release and program activities for inmates. With the continued commitment and professionalism of the staff of Boston Pre-Release Center, we look forward to accomplishing all of our goals as part of yet another successful year.



*Paul E. Blaney*  
Paul E. Blaney,  
Superintendent





## FAST FACTS

Address:	P.O. Box 123 Old Common Road Lancaster, MA 01532
Telephone:	(508) 368-8388
Superintendent:	David J. MacDonald
Security Level:	Pre-Release
Opened:	1975
Capacity:	153
Avg. Population:	282
% of Capacity:	184%
No. Employees:	104 auth./104 filled
Training Hours:	4,897
Expenditures:	\$3,967,305



**From top clockwise:** A sign outside one entrance marks MCI-Lancaster; a scenic view of an MCI-Lancaster housing unit; an inmate enjoys a visit with his young son on institution grounds; an inmate and a staffer meet; a work crew turns to the facility after a full day of activity.





# MCI-LANCASTER

Founded in 1975 and located on the grounds of the former Industrial School for Girls, MCI-Lancaster is a minimum security/pre-release facility which houses both male and female inmates. Staffed primarily by Correction Counselors, MCI-Lancaster's operating philosophy is one which promotes work, education, and treatment programs for inmates, second only in importance to the primary mission - the protection of the public. By design, interaction between staff and inmates is frequent, as each Correction Counselor manages a personal caseload and security assignments. The success of this relationship is evidenced by impressive statistics regarding few inmate infractions and little staff turnover.

Five of the seven buildings on the MCI-Lancaster site are residential cottages - three housing males and two occupied by female offenders. A sixth is used by Food Services, while Administrative and Health Services occupy the seventh. Women inmates who have children are allowed some overnight, weekend, and extended visits with their families in separate housing through the Visiting Cottage Program.

Nearly half of the population is on work release status, with most employed

by nearby manufacturing facilities. The remaining minimum security inmates are assigned jobs, often in supervised work crews which provide assistance to local towns. Because of inmate work schedules, most educational and treatment programming is conducted during the evening hours. Literacy volunteers, adult basic education, G.E.D. preparation, and college courses are available to all inmates. For maximum impact and effectiveness, specialized life-skills instruction, substance abuse counseling, A.A. and N.A. meetings, self-help groups, and social programs are administered separately for men and women.

Safety and security is always given priority at MCI-Lancaster. Twenty-two inmate counts are taken each day, while twenty-four daily tours of facility buildings provide another top-to-bottom security check. Random room searches, body searches, and checks of visitors vehicles are also conducted regularly.

MCI-Lancaster's history has been characterized by a series of expansions, diversity in working effectively with both male and female offenders, minimum and pre-release status inmates, and inmates with special needs - all done while protecting and serving the public.

As we look back on Fiscal Year 1993, the biggest change at MCI-Lancaster involved the reassignment of Superintendent Paul Dickhaut to the Commissioner's Office, prior to my assignment as Superintendent here. Superintendent Dickhaut served as Chief Administrator at MCI-Lancaster for 13 years, and will be missed. The staff and inmate climate remained good throughout the twelve-month period, with no major inmate disturbances or staff disciplinary actions for the year.

Several other major developments centered on physical plant improvement projects. Work on The Annex was nearly completed at the end of the reporting period, although some electrical work remains. The Carpentry Shop has already moved in to The Annex and is fully operational. Renovation of the main control center is near completion, and the improvement will give MCI-Lancaster a secure area within the facility to conduct key operations. Transformation of the hospital basement into a program unit is well underway as well.

Tool Control remains a project in progress with a high priority. Full implementation will be realized early in Fiscal Year 1994, with training for staff and some additional construction to be completed.

As we plan for the future, management objectives include implementation of new inmate count and key control procedures, complete renovation of the Program Unit, construction of an outdoor basketball court and greenhouse, and pursuit of funding for additional substance abuse programs. The realization of these goals will bring about another year of achievement and satisfaction for the administration and staff at MCI-Lancaster, as well as another period of advancement for those in our care.



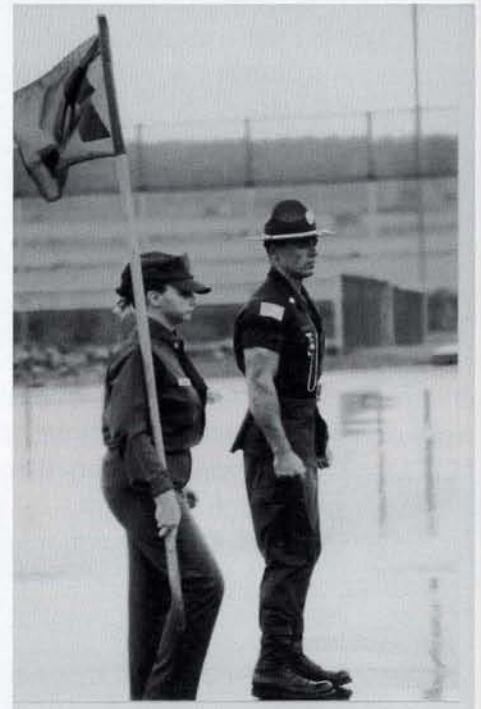
*David MacDonald*  
David J. MacDonald,  
Superintendent





## Fast Facts

Address:	2 Administration Road Bridgewater, MA 02324
Telephone:	(508) 697-8161
Administrator:	Mary Ellen Mastroilli
Security Level:	Minimum
Opened:	1992
Capacity:	256
Avg. Population:	73
% of Capacity:	29%
No. Employees:	87
Training Hours:	8,992
Expenditures:	\$1,231,984



**Top:** Drill Instructors supervise the Control Desk. **Above left clockwise:** Members of the first platoon of female offenders show their skills on Graduation Day; a Drill Instructor and the 'Alpha Jewels' guidon lead the way; a male platoon hits the ground for fifty; new recruits await processing and a haircut.





# BOOT CAMP

The Massachusetts Boot Camp is a 256 bed minimum security, co-ed facility with a unique program design. It combines a military, disciplined operation within a highly rehabilitative, therapeutic community. The facility opened to male inmates in August 1992, and admitted its first platoon of female offenders in May, 1993.

The Boot Camp Program is the first of its kind in Massachusetts. Its philosophy is to install self-discipline, accountability, respect for authority, and attention to detail - all done while teaching offenders about basic skills including education, substance abuse recovery, and wellness. Recently, the Education Department of the Boot Camp revised and restructured its program to fully accommodate the diverse needs of all of the inmates. These needs include GED test preparation, literacy tutoring, and special education. Unlike traditional incarceration, many privileges are not granted to those participating. For example, visiting hours are limited; there is no law library available; there are no provisions for personal televisions or radios; and personal clothing is not al-

lowed.

The population Massachusetts Governor William Weld and other administrators envisioned in the creation of the Boot Camp were young, non-violent offenders, with shorter criminal histories who would benefit from an intensive Boot Camp experience. The criteria in the Governor's Executive Order were clearly defined, and suitability for Boot Camp placement is decided on those terms. Among the criteria:

- Must be under the age of forty
- Has volunteered for acceptance into the program
- Must be physically and psychologically fit
- Is within 18 months of parole eligibility
- Is not serving a mandatory sentence for violation of controlled substance laws.

Inmates serving sentences for crimes including sex offenses, domestic abuse, motor vehicle homicide, or multiple counts of operating under the influence, are not considered for placement at the Boot Camp at this time.

Fiscal Year 1993 was a memorable one, marking the opening of the first Boot Camp facility in Massachusetts. The doors of the Boot Camp opened to inmates on August 17, 1992

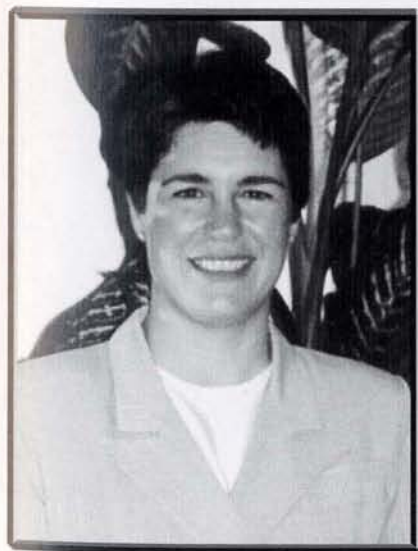
One of the most significant events to occur during the fiscal year was the success of the ACA Audit, conducted in late March, 1993. In the words of the most experienced auditor on the team, the Boot Camp was "the most prepared facility that [he] had seen in all of [his] audits." During the audit, all mandatory standards were met, along with 97% of the non-mandatory standards. The superior effort was a reflection on the entire Boot Camp staff, although special recognition is due to former Boot Camp Administrator Peter Allen. Allen was at the helm when the Boot Camp first opened, and made sure that the facility was prepared for accreditation since day one. We all appreciate his groundbreaking efforts, and wish him well in his new position as Deputy Superintendent at MCI-Cedar Junction.

Since the opening of the facility, there have also been continuing efforts to coordinate all departmental and institutional policies. At the present time, a complete set of policies is available in two separate locations within the facility. We are also working to place all policies on computer disks in order to alleviate time consuming paper trails.

Inmates at the Boot Camp have been involved in several community projects. They have painted two grammar schools in the town of Bridgewater, and did some extensive brush clearing at the Ted Williams Camp for the Town of Lakeville. More projects are being requested which ensures on-going community support and meaningful work assignments for the inmates.

Of note should also be the fact that the Boot Camp accepted its first group of female offenders in May, 1993. Members of this groundbreaking group transferred from MCI-Framingham, MCI-Lancaster, and Bristol and Barnstable counties.

In closing, the Massachusetts Boot Camp is a facility whose time has come. It is a program that is difficult without being punishing, and rehabilitative without being soft. As we say here, "A bad day in the Boot Camp is better than a good day in jail."



*Mary Ellen*

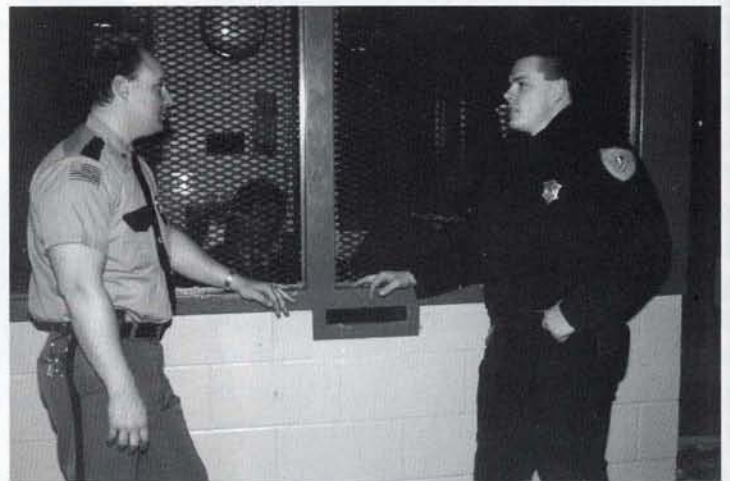
Mary Ellen Mastrorilli,  
Administrator



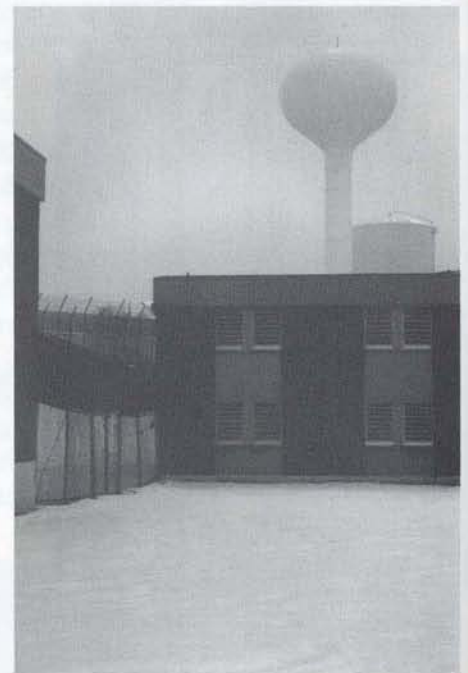
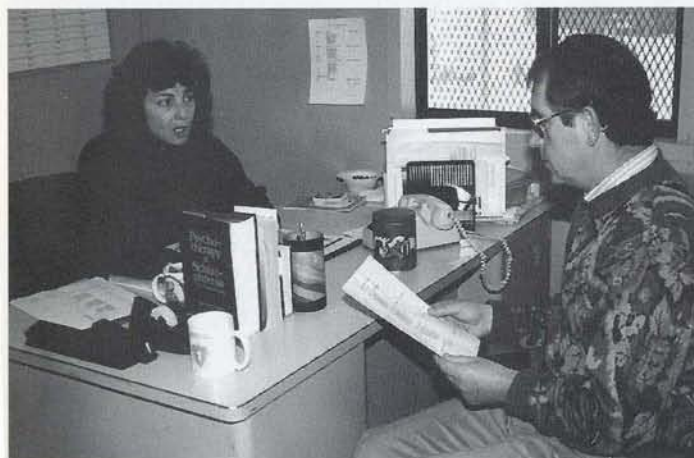


## Fast Facts

Address:	20 Administration Road Bridgewater, MA 02324
Telephone:	(508) 697-8161
Superintendent:	James Matesanz
Security Level:	Minimum
Opened:	1974
Capacity:	330
Avg. Population:	322
% of Capacity:	98%
No. Employees:	395 auth./366 filled
Training Hours:	15,444 (18 months)
Expenditures:	\$13,620,078



**Top:** Members of the IPS team review procedures. **From Left Clockwise:** A correction officer check on an inmate; correction officers and an IPS team member consult; a winter scene at BSH; treatment staff meet to discuss a case.





# BRIDGEWATER STATE HOSPITAL

Bridgewater State Hospital's mission is the establishment and maintenance of a safe, secure, and humane environment to all persons requiring specialized care and treatment. In all cases, the patients that are admitted to this facility may be charged with or convicted of crimes ranging from misdemeanors to major felonies. Massachusetts General Law requires that individuals who are determined to be in need of strict security because of the potential for endangering themselves or others be sent to Bridgewater State Hospital.

Each individual admitted to this facility shall be subject to a court-ordered evaluation under an applicable section of Mass General Law Chapter 123. The length of the observation period can range from twenty to forty days, based upon the purpose of the evaluation. Such evaluations are completed in the effort to determine the following:

- Competency to stand trial
- Determination of criminal responsibility
- Ability to await trial in a penal environment
- Ability to serve a sentence in a penal

environment

- Need for further treatment and/or strict security following a finding of not guilty by reason of insanity
- Sentencing evaluation

All evaluations are conducted by highly trained and qualified psychiatrists and psychologists, and Bridgewater State Hospital is highly regarded in its efforts to provide this specialized and valuable service to the Commonwealth's courts.

Patients may be committed to this facility following the completion of their observation period if it is determined that they need further treatment and evaluation. Commitment periods can range from six months to one year, and must be ordered by the court. Assessment and treatment is afforded patients as determined by the multi-disciplinary treatment team assigned to each unit. Individual and group counseling as well as specialized treatment programs are available to all patients. Other programmatic opportunities available include academic and vocational education, structured recreation, leisure time activities, and general law libraries.



*James Matesanz*

James Matesanz,  
Superintendent

Fiscal Year 1993 can be described as a challenging period for the administration and staff at Bridgewater State Hospital. With the assignment of a new Superintendent and several other major projects taking place at our facility, employees successfully rose to the challenges that were presented, and Bridgewater State Hospital continued to provide a wide-range of essential services to patients, other Commonwealth agencies, and to the public.

One significant change involved the new contract for medical and mental health services provided by Emergency Medical Services Associates (EMSA). This agreement was initiated in January of 1992, and by the start of Fiscal Year 1993, stabilization and efficiency was clearly in evidence.

Several of the major projects taking place at the Bridgewater State Hospital facility centered on improvements to the physical plant. Approval was granted and \$10 million dollars in funds were allocated to rebuild the entire heating system of the hospital. Additionally, patient showers within the Units were refurbished and new hot water heaters were installed. Funds were also allocated to replace some of the furnishings within the facility, many of which were more than 20 years old. More importantly, significant improvements to the security of the facility were made through renovations and the updating of Department of Correction policies and procedures. Of tremendous significance is the proposal to build a new health care facility which would house the current Bridgewater State Hospital population. The building of a new facility would answer many current concerns and allow Bridgewater to upgrade to a medium security facility.

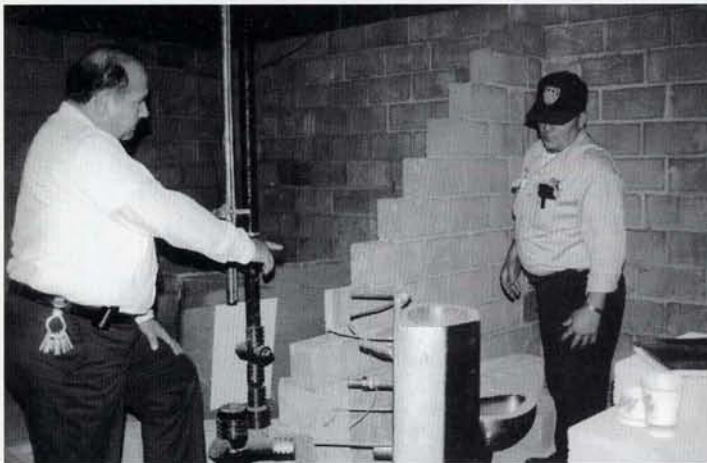
Under the direction of Doctors Veliz, Profit, and Haycock, the clinical team have continued to provide a high level of quality services to patients. Those being treated at Bridgewater State Hospital continue to benefit from a highly competent clinical staff that is among the best in the Commonwealth. Efforts throughout the coming fiscal year will see the continued integration of all areas of the facility into a team that will strive for excellence in both treatment and correctional practices.



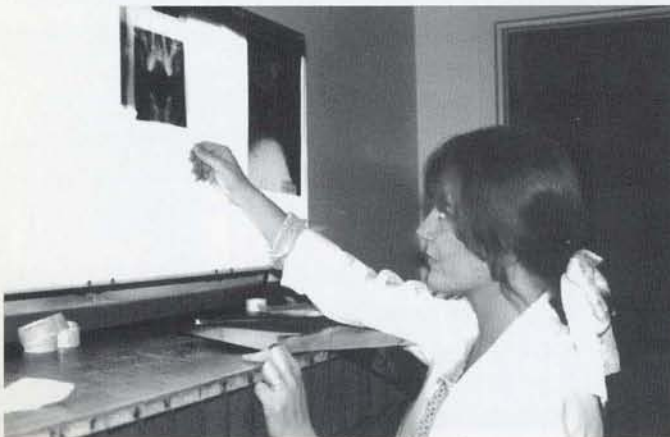


## Fast Facts

Address:	180 Morton St. Jamaica Plain, MA 02130
Telephone:	(617) 522-8110
Superintendent:	Paul Waldron
Security Level:	Maximum
Opened:	1974
Capacity:	30 secured/100 outpatient
Avg. Population:	30 secured/100 outpatient
% of Capacity:	100%
No. Employees:	84 auth./82 filled
Training Hours:	9539 (18 months)
Expenditures:	\$2,790,836



**Top:** Outside Shattuck Hospital. **From above clockwise:** Deputy Superintendent Richard LaVoie oversees construction of new holding cells; Correction Officers maintain security within a hospital unit; a doctor prepares an examination room; taking a close look at new x-rays.





# SHATTUCK HOSP. CORR. UNIT

The Shattuck Hospital Correctional Unit, or SHCU, addresses an important mission of the Department of Correction by providing inmates with quality medical care in a safe and humane custodial environment. Here, offenders receive medical care on both an inpatient and outpatient basis while public safety is maintained.

The Shattuck Hospital Correctional Unit first opened as a seven-bed ward on Unit 8-South at the Lemuel Shattuck Hospital. Less than two years later, the Massachusetts Department of Correction and Department of Public Health entered into an agreement which provided medical services to all DOC inmates. Further expansion followed in 1982 with the opening of a new Outpatient Department (OPD) Holding Area, and in 1987 with the opening of a fifteen-bed ward on Unit 8-North. At that time, the Shattuck Hospital Correctional

Unit began to handle most outpatient care for the DOC. In October of 1989, SHCU first began to provide outside hospital coverage, with more than forty-five thousand hours of inmate coverage provided at several hospitals after the first year.

Detailed inmate demographics are not kept on inmates admitted to the Shattuck Hospital Correctional Unit's Secure Unit, nor on those being serviced in the Outpatient Department Clinic areas. These statistics are not maintained due to the fact that the SHCU is a transient facility with a length of stay that averages less than ten days for inpatients and less than one full day for outpatients. An average of 575 state and county inmates are treated at SHCU each month, with a total of nearly 12-thousand having received some kind of treatment during the period of January 1992 through June 30, 1993.

The Shattuck Hospital Correctional Unit is pleased to report a successful Fiscal Year 1993, with the continuing proactive management of security at the SHCU. The backbone of our security function is the front-line staff, which employs knowledge, observation, and communication as it works to ensure a safe environment and completion of our mission. A security program that was begun during Fiscal Year 1993 has utilized special uniforms within the facility, and has had the desired effect of bolstering security and identifying officers responsible for immediate emergency response.

A Captain position was assigned to the Shattuck Hospital Correctional Unit, and will be filled during Fiscal Year 1994. The new position will be a great asset to the Unit, and will allow us to have an increased management presence on the 3-11 and 11-7 shifts. The position will be assigned as an 'hour later' shift, meaning that the new Captain will begin the tour of duty an hour later, providing key transitional coverage within the facility.

The SHCU received new vehicles during the reporting period, including a new handicap-equipped van. These vehicles have become a tremendous resource as the wait for inmate transport was often four to five hours. With the new vehicles, the wait has been reduced, security has improved, and overtime expenses have been saved.

The Administrative Offices were relocated during the reporting period. The new area on the ground and first floors of the Personnel Building is larger and allowed the consolidation of administrative and training functions into one area. The move was necessitated by the fact that the hospital is looking for space to increase its census.

Infectious and contagious disease prevention remains a priority for administration and staff. During the fiscal year, Tuberculosis testing was offered to all staff on a voluntary basis. Vaccinations for Hepatitis B were also offered to all staff. Approximately 90% of staff participated in this voluntary program. In an effort to reduce the concerns of both staff and inmates regarding airborne diseases, air purification equipment and Ultra-Violet lights were installed in the Holding Area. After the installation of the equipment, there was a noticeable difference in air quality.

Among our ongoing projects is the construction of a new Holding Area. Demolition and construction layouts continues into Fiscal Year 1994. The renovation will expand the current group holding cells from three to eight, and individual holding cells from two to four. It will also place the female holding area inside the secure perimeter. Several medical exam rooms will also be moved inside the secure perimeter, reducing inmate traffic leaving the secure area up to 40%. Full implementation of the DOC Key Control Policy is expected during Fiscal Year 1994 as well.



*Paul M. Waldron*

Paul Waldron,  
Superintendent

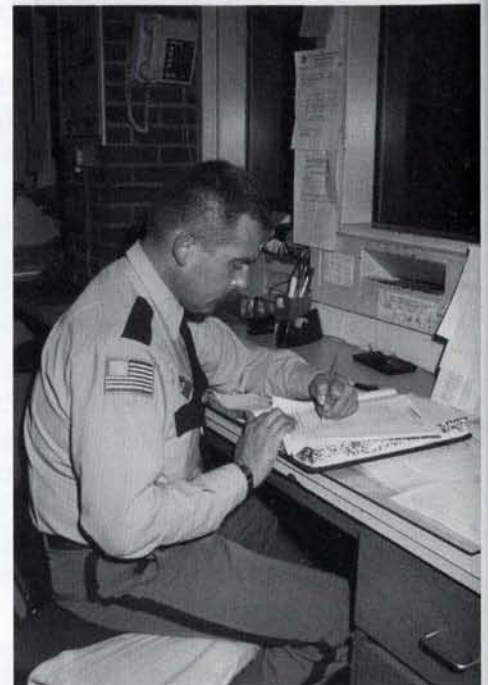




## Fast Facts

Address:	30 Administration Road Bridgewater, MA 02324
Telephone:	(617) 727-6013
Superintendent:	Paul R. Murphy
Dir. of Security:	Eugene Marsolais
Security Level:	Medium
Opened:	1986
Capacity:	228
Avg. Population:	222
% of Capacity:	97%
No. Employees:	130 (DOC)
Training Hours:	11,077
Expenditures:	\$5,947,447 (DOC)

**From above clockwise:** Director of Security Eugene Marsolais and a Correction Officer enter information into the institution's computers; recording activity within the Treatment Center; a look from just outside the main entrance to the facility; Dir. of Security Marsolais poses with a Bridgewater Complex K-9 Unit.





# TREATMENT CENTER

The Massachusetts Treatment Center, located in the Bridgewater Complex, is a unique 228 bed facility for the state's sexually dangerous inmates. Formerly located adjacent to the Southeastern Correctional Center, the Treatment Center moved to its new quarters in the summer of 1986. The Treatment Center holds inmates who are civilly and/or criminally committed by the courts for treatment as being 'sexually dangerous persons' according to Mass General Law Chapter 123A, the law which resulted in the commitment of the offenders currently being treated at the facility.

The Treatment Center is operated under a dual management system, with two state agencies overseeing operations at the facility. The Department of Mental Health considers those incarcerated at the Center as patients and is responsible for all treatment programs, while the Department of Correction takes responsibility for all of the security measures that are in place at the facility. Currently, those being treated are referred to as inmate/residents. A private contractor, Justice Resource Institute, was recently hired by the Department of Mental Health to provide clinical and treatment services to the inmate/residents.

In September of 1990, the Massachu-

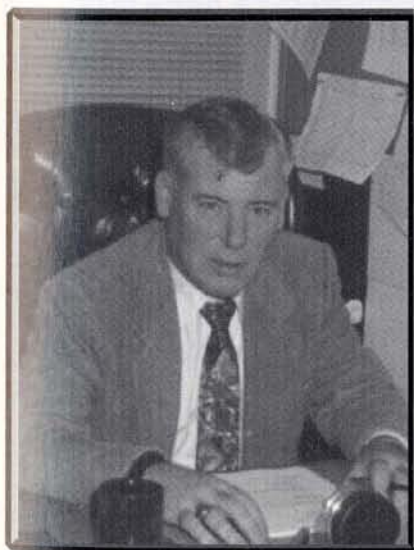
setts Legislature repealed portions of Chapter 123A, realizing that it was not a realistic approach in handling sex offenders. Because of the move, the Massachusetts Treatment Center no longer accepts commitments of new sex offenders. A bill currently before the Massachusetts Legislature would place the Massachusetts Treatment Center wholly under the control of the Department of Correction. This move would bring Massachusetts in line with other states that recognize that sex offenders are not necessarily mentally ill, and should not be under the jurisdiction of the Department of Mental Health. Placing the Treatment Center fully under the purview of the Massachusetts Department of Correction would provide the necessary treatment and programming for those within the confines of the facility while ensuring improved scrutiny and security when reviewing offenders for a possible return to the community.

The bill affecting the future of the Massachusetts Treatment Center still awaits final Legislative action. U.S. District Court Judge David Mazzone has appointed a Master to oversee and report to him regarding the findings of the Treatment Center's operations, court decrees, and pending legislation.

At the end of Fiscal Year 1993, the institutional climate at the Massachusetts Treatment Center remains stable, with the first year of contracted clinical services now completed. The signing of a contract with Justice Resource Institute (JRI) at the start of the fiscal year marked the beginning of numerous changes affecting the Treatment Center and its operations. During the first year of the contract, JRI brought in new staffers in order to improve program offerings and the therapeutic environment of the Treatment Center. Inmate/residents have accepted and adjusted to the changes and are pleased with the increase in evening programs and clinical services.

Early in Fiscal 1993, an inspection by Department of Correction Commissioner Larry Dubois and Deputy Commissioner Michael Maloney was followed by a successful American Correctional Association audit of the Massachusetts Treatment Center. Shortly thereafter, special court-appointed Master H.P. Gleason and two of his assistants joined Deputy Commissioner Maloney for a tour of the facility. The Master continues to study operations, court decrees, and pending legislation affecting the Treatment Center on behalf of U.S. District Court Judge David Mazzone.

In conjunction with the Massachusetts Department of Mental Health, the Department of Correction continues to make changes in policies and procedures in order to continually improve the security of the Massachusetts Treatment Center. Several projects and proposals will address some short-term security needs, and will be implemented in early FY '94. The Massachusetts Treatment Center will see the placement of security bars outside the Crisis Unit windows, the installation of new fencing outside the D-1 Unit, and the construction of a new key drop box for use by security staff. Much of what will happen over the long-term, though, is contingent upon the final disposition of pending legislation which addresses the operation of the Treatment Center, and defines just how the sexually dangerous person will be handled in the future. We eagerly await the final resolution of these issues.



*Eugene P. Marsolais Jr.*

Eugene Marsolais,  
Dir. of Security



# OFFICE OF THE COMMISSIONER

The Massachusetts Department of Correction's Office of the Commissioner is comprised of six staff members who work closely with DOC Commissioner Larry E. DuBois in providing oversight for the agency, consisting of approximately 5,000 employees and more than 10,000 inmates. As the Department's final policy and procedure reviewing authority, the Commissioner sets a course of direction for administrators and employees as they work to accomplish the Department's mission. Standardization of policies and procedures to ensure consistency and prudent management of Departmental resources is the path currently being taken by the Commissioner and the DOC.

As a public safety agency, the Department of Correction Commissioner's Office communicates regularly with the Executive Office of Public Safety, members of the State Legislature, and other various law enforcement entities. Additionally, the Commissioner's Office responds to inquiries from both inside and outside the Department concerning correctional issues.

With nearly thirty years of corrections experience (most of which was obtained at the federal level with the Federal Bureau of Prisons), DOC Commissioner Larry E. DuBois and the Office of the Commissioner are committed to providing a safe working environment for all Department of Correction staff. A "back-to-basics" approach coupled with an emphasis on teamwork and sound correctional practices are recognized factors in achieving this goal, and is one of the continuing objectives of the Commissioner's office.

## OFFICE OF THE DEPUTY COMMISSIONER

Reporting directly to Department of Correction Commissioner Larry E. DuBois, Deputy Commissioner Michael T. Maloney oversees the daily operations of the Department of Correction. Charged with the stewardship of employees and inmates, the Deputy Commissioner's office maintains constant communications with the five Associate Commissioners, three Assistant Deputy Commissioners, the Apprehension/Investigations Chief, and Superintendents.

In the absence of the Commissioner, the Deputy Commissioner assumes that role. Thus, the Deputy Commissioner plays a pivotal role in the formulation of initiatives, directives, and goals emanating from the Commissioner's office. Indeed, the implementation of all agency projects and planning actions are directed by the Deputy Commissioner. In discharging his duties as the Department's senior operations manager, the Deputy Commissioner is the reviewing authority in such areas as disorder management, labor relations, internal and external investigations, policy and procedural integrity, legal issues, and fiscal responsibility. Departmental adherence to federal and state laws, rules, and regulations also falls under the purview of this office.

Having worked throughout the Massachusetts Department of Correction for the past 19 years, Deputy Commissioner Maloney brings to the office a wealth of experience, practical knowledge, and a well-founded understanding of the operational mechanics of the agency.



# ADMINISTRATION

## **Administrative Services Division:**

The Administrative Services Division is charged with the establishment of policy and oversight for the Department of Correction on various issues involving employee payroll, departmental purchasing, vendor payments, contracting of services, property inventories, inmate funds, and canteen operations.

Some major accomplishments for this division in recent months include the Department's decision to contract for food services with Wakenhut Corporation at four DOC institutions, representing a savings of \$250,000 in the first year. A request for proposal to privatize the canteen operations at the Bridgewater Complex and MCI-Plymouth has also been issued.

## **Affirmative Action:**

The Affirmative Action Division is responsible for ensuring non-discrimination and equal employment practices for minorities, women, the disabled, and Vietnam Era Veterans who are either employed by or apply for employment with the Massachusetts Department of Correction. During the fiscal year, the division developed and implemented an Affirmative Action Orientation Curriculum for newly hired employees. Cultural Diversity and Americans with Disabilities Act training programs were also presented during the period. The Affirmative Action division also participated in several career day and job fair events for the recruitment of qualified group members.

## **Budget Office:**

The functions of the Budget Office can be broken down into internal and external areas. The external function pertains to the Department of Correction's budget requests and spending plans. The budget office prepares those packages for the agency and submits them to the Executive Office of Public Safety and other granting authorities, including the Governor's Office and the Legislature. The internal functions involve the allocation of funds, once appropriated, to institutions and supporting programs. Spending from the main appropriation account was continuously and successfully monitored throughout the fiscal year to ensure appropriate spending and fiscal responsibility. Similar action will be taken during Fiscal Year 1994 to ensure that all funds are once again spent appropriately.

## **Departmental Food Services:**

This Department of Correction division is responsible for the ongoing monitoring of the contract food services provider, Wackenhut Support Services, at several DOC sites. This monitoring includes detailed checks for accuracy in compliance with their contract. Food Services also provides technical assistance to the State Purchasing Agents Division in developing a request for proposals for a single-source vendor for food purchasing, and works with the Internal Audit Division to develop and implement an accurate reporting system for food service expenditures.

On March 15, 1993, Peter J. Szafir was appointed to the position of Director of the Food Services Division. This position was created upon the separation of the Farm Services and Food Services Divisions, a move made in the effort to increase efficiency within the Department of Correction. During Fiscal Year 1994, the Division will continue to review weekly food usage reports and provide reviews to institutions on data, as well as monitor Food Services contractors for compliance with all aspects of their contracts with the Department of Correction.

## **Employee Relations:**

This office is responsible for the oversight of activities within the Department of Correction. This includes: personnel policies, records, and benefits; position classification; Civil Service certifications; contract administration; and employee discipline and grievance arbitration. This division also represents the DOC before outside agencies including the state Civil Service Commission and the Labor Relations Commission. Major accomplishments during the past twelve months include implementation of a monthly



Labor Relations update for senior managers and negotiation of a new three-year collective bargaining agreement with the union representing employees in Unit Four.

### **Staff Development:**

The Division of Staff Development oversees the development and quality of all pre-service and in-service training programs for the Department of Correction. The division develops and coordinates training programs with other criminal justice agencies throughout the state and nation. This helps to develop employee effectiveness, and standardizes the level of training and readiness for DOC staffers and some county personnel.

During Fiscal Year 1993, the Division's Academy graduated a total of nine Basic Training classes, which included both Department of Correction and County personnel. A 'customer service' approach to In-Service training was also implemented, focusing on creating a physical environment which is more conducive to learning. New In-Service programming will address departmental training needs, including Segregation Unit training, Correction Maintenance Worker training, and computer courses that will be offered in the new computer laboratory. Planning for the Management Certificate Program was also begun during the period, and will be offered during Fiscal Year 1994 as the Division continues with its full schedule of instructional courses, training sessions, and Academy classes.

The Division also continues to upgrade important pre-screening procedures that are conducted prior to the hiring of new Correction Officers. This year, the psychological screening of potential new Correction Officers was added to the process.

### **Stress Unit:**

The Department of Correction's Stress Program is staffed by five peer counselors - all of whom are DOC employees, and who have received special training in counseling techniques. These peer counselors provide twenty-four hour accessibility for all types of crisis intervention. From peer and family counseling to alcohol and chemical dependency referrals, these counselors inform DOC employees of the resources available in their community. The ongoing objective and ultimate goal of the Stress Unit is to provide all who seek out assistance with some interim guidance and counseling, motivation for treatment, and education about stress - its causes, effects, and prevention.

## **COMMUNITY CORRECTION**

The Community Correction Division's primary focus is to maintain the custody and care of the inmate population as they move towards a return to the community. This division is overseen by Assistant Deputy Commissioner Timothy App, and has the unique responsibility of balancing the safety and security of the public while actively involving inmates in community activities. Community Correction has successfully accomplished its goal through a program which utilizes work assignments, educational instruction, community service, and home incarceration in a comprehensive package of measures designed to help inmates prepare for release.

Over the course of Fiscal Year '93, the focus of the division has been on the continued development of the Department's Reintegration Model, and considerable progress has been made to that end. In recent months, there have been great strides made in the formalization of mandated treatment for sex offenders at the Community Correction level. Only sex offenders who are involved in the mandated program can be placed in Community Correction institutions. In addition, the division has joined with the Division of Education and Training to establish a new education program at the minimum security level.

### **PPREP Program:**

The Department of Correction Pre-Parole Residential Environment Phase or PPREP Program is designed to enhance the rehabilitation process and test readiness for release by maximizing an inmate's



involvement in the community prior to actual parole or discharge. The program allows offenders to demonstrate their competence in a realistic living environment, while still under strict accountability procedures. These include surveillance, spot checks, urinalysis, and electronic monitoring, among others. While preparing for release, the inmate remains under the guidance and supervision of the PPREP staff, increasing the probability that the offender will become a productive member of the community. Inmates within ninety days of a parole reserve or discharge date, with the exception of first or second degree lifers, are eligible for participation.

Many important changes have taken place over the course of the reporting period. The PPREP Program grew from a 1992 average eighteen bed usage to forty-five beds in 1993. Suitability investigations and record reviews subsequently increased with a larger number of inmates participating in PPREP, up to thirty-plus per month during the last quarter of the fiscal year. Revisions were also made regarding statistics, classification, and other areas in an effort to streamline various administrative functions. Admissions from other agencies utilized our monitoring system during the second half of the year including the Department of Youth Services, Middlesex County House of Correction, Uxbridge District Court Domestic Violence Cases, Pre-Trial Detainees, and Massachusetts Boot Camp graduates.

Looking ahead to Fiscal Year 1994, goals and objectives for the PPREP program include increasing the number of beds to two-hundred beds, continuing to develop policies and procedures in order to comply with Department of Correction policy and statutes, and to continue to revise different aspects of the program in order to increase its effectiveness.

## **CORE SERVICES-BRIDGEWATER**

Core Services at the Bridgewater Complex, headed by Assistant Deputy Commissioner Richard Grelotti, provides vital support services for all of the facilities located on the Complex. Core Services consists of many departments including Fiscal Services, Payroll, Human Resources, Training and Evaluation, ACA/Health and Safety, Food Services, and others. The total number of employees for all Core Services departments is 187 filled positions.

Many major Complex projects were completed or neared completion during the course of Fiscal Year 1993, and are detailed as part of the Annual Reports of the individual institutions within the Bridgewater Complex. Core Services is also responsible for the operation and upkeep of the Complex Power Plant and Water Pollution Control Facility, and several improvements were made to those systems during the period. A preventive maintenance program was implemented in order to achieve realistic performance at the Power Plant. Deteriorated water lines have also been replaced with PVC pipe by Core Services staff according to need and priority, with various pumps, valves, and other equipment reworked and placed in service. In the near future, the diesel generators need to be reworked and repaired in order to perform at maximum capacity level in the event of a power failure. A repair of the oxidation basins and a general upgrading of the Water Pollution Control Plant is also needed to accommodate future expansion at the Complex.

## **GENERAL COUNSEL/LEGAL**

The primary mission of the Legal Department is to provide legal representation to Department of Correction administrators and employees at all institutions and divisions. The Legal Department also represents the Commissioner of Correction in cases of employee termination and similar matters brought before the Civil Service Commission or Massachusetts Commission Against Discrimination. Usually, though, the litigation matters are most often brought in state and federal courts by prisoners who charge the DOC or an employee with civil rights violations. Such litigation consumes approximately 90% of the



duties and time of the Legal Department. The remaining 10% of the workload consists of traditional 'House Counsel' duties, including the provision of legal opinions, the drafting and review of legislation and contracts, and the issuance of legal advice on matters including health services, sentencing, and confidentiality.

The heavy volume of cases brought against the Department of Correction, including an average of 60 new cases each month, requires a staff of 28 attorneys and two part-time legal interns. Of the 23 attorneys located in Central Office, four specialize in the handling of worker's compensation claims, with an eye towards reducing fraudulent claims and expenditures of money. The remaining five attorneys operate from a satellite office located at Bridgewater State Hospital, and specialize in health matters, including civil commitment proceedings and guardianship hearings.

## HEALTH SERVICES

The Health Services Division is responsible for the delivery of quality medical services to the entire Massachusetts Department of Correction inmate population. This includes mental health, medical and dental care, and forensic mental health services for inmates. In addition to 9,000 inmates in State facilities, the Division provides for the medical and dental needs of nearly 1,000 state inmates in Houses of Correction and Contract Pre-release programs. Since January 1992, the Health Services Division has contracted with a private vendor, Emergency Medical Services Associates (EMSA), to deliver these services. After years of few cost controls and no accountability or controls on malpractice claims, the contracting of EMSA has resulted in savings of \$4-6 million dollars annually, a reduction in trips outside prison walls, and the first OB-GYN services available to women inmates on-site. Contract violations such as excessive outside trips, vacancy rates, and "no-shows" are identified and documented.

The National Commission on Correctional Health Care recently awarded accreditation to the DOC facilities which underwent review, marking the first time a standard of quality for prison health care received national recognition. Other DOC prisons will also undergo this important accreditation process by June of 1994.

With the exception of MCI-Shirley and MCI-Framingham, all DOC infirmaries have recently been redesignated as "Special Needs Housing." The newest infirmary, the thirty bed unit at MCI-Shirley, is the primary infirmary in the system for male inmates, while inmates with less serious health-related problems are confined to Special Needs Housing. After several meetings with the Drug Enforcement Administration and the DPH Food and Drug Division, the Department also opened a central pharmacy on the Bridgewater Complex. The pharmacy fills 14,000 prescriptions per month for the inmate population throughout the state.

During the summer months, attention was focused on Framingham, Concord, and Shirley, in terms of DOC's Health Services and EMSA's efforts to resolve minor concerns with delivery of health services at these sites. In the Fall of 1992, the "Emergency First Response Program" was implemented, enabling participants to train officers to handle a variety of emergency and medical situations. An HIV disease training program was also offered to assist facility managers in dealing with this increasing concern.

DOC Health Services staff provided flu shots to employees in January, and plans are underway to administer Hepatitis B vaccine in the near future. EMSA continues to hold on-site specialty clinics in surgery, orthopedics, podiatry, and HIV disease. At MCI-Framingham, specialty clinics also include obstetrics and gynecology. Among other initiatives are a new dental unit at Bay State Correctional Center, and a Contract Compliance Task Force at Bridgewater State Hospital, designed to address medical and mental health contract issues.

As part of a capital equipment assessment, the Division plans to recommend radiology equipment replacement at North Central Correctional Institution, Southeastern Correctional Center, MCI-Norfolk, and Bridgewater State Hospital. The development of a major system-wide health care facility for both medical and mental health needs is also being studied for possible location at the Bridgewater Complex.



Evaluation of a special Chronic AIDS Unit as part of Shattuck Hospital's Correctional Unit is complete, and construction should begin soon as a joint DOC/DPH project.

## **INDUSTRIES/FARM SERVICES**

In recognizing that the rehabilitative initiatives of the Massachusetts Department of Correction are best met through developing the skills and abilities of criminal offenders, Massachusetts Correctional Industries/Farm Services affords eligible individuals the opportunity to train in a broad variety of occupations at one of the several manufacturing plants and administrative offices.

In addition to manufacturing facilities, the program has a successful Renovation/Construction Division. Work crews for this program are provided by Pondville Correctional Center. Skilled in carpentry, plumbing, electrical wiring, and painting, inmate work crews travel under staff supervision throughout eastern Massachusetts to provide services to state agencies.

Among the major accomplishments during Fiscal Year 1993:

Much headway has been made with the establishment of new Tool Control systems at Industries sites in order to comply with Department policy; the furniture shop at MCI-Concord was relocated to the MCI-Shirley complex, and the modular furniture product line was also moved to Shirley from MCI-Norfolk; the successful consolidation of centralized billing functions has been implemented, meeting the needs of the State Comptroller's BARS System; and the Department of Correction Education Division has relocated to the new addition in the Central Industries office complex.

Goals for Fiscal Year 1994 include: The development of a drapery business at MCI-Norfolk; development of a telemarketing and data entry business at Bay State Correctional Center; establishment of an embroidery business at either MCI-Framingham or Southeastern Correctional Center; and establishment of an Industries Advisory Board.

## **OFFICE OF INVESTIGATIONS**

### **Fugitive Apprehension Unit**

The Fugitive Apprehension Unit is responsible for returning escapees to custody and for rendering assistance to other local, state, and federal law enforcement agencies whenever such assistance is needed. During Fiscal Year 1992, The Unit continued to provide its resources to the Department of Correction in areas of specialized training and technical assistance. The Unit also continues to participate in joint task forces and maintains mutual support with the Massachusetts State Police/Special Services Section.

The unit exceeded its prior outstanding record during calendar year 1992 in apprehending 78 of the 79 inmates who were on the run during the year. Additionally, two members of the Fugitive Apprehension Unit participated in Operation Sunrise - a fugitive operation initiated by the U.S. Marshall's office, and two others are assigned to the FBI Fugitive Task Force. The unit also saw one of its members graduate from the National Law Enforcement Academy.

### **Investigation Unit**

The Investigation Unit of the Massachusetts Department of Correction is charged with conducting investigations and probes that center on Massachusetts Department of Correction matters that are both criminal and non-criminal in nature. Additionally, the Intelligence Analysis Unit is a part of the Investigation Unit, and is responsible for collecting and maintaining information regarding institutional climate and other key intelligence issues. These efforts are made in the interest of maintaining the safety of both staff and inmates within institutions, as well as the general public.



The Investigation Unit conducted a number of internal and external probes during Fiscal Year 1992 which addressed both administrative and criminal issues. The Unit has also developed and implemented a monthly institutional investigators meeting that allows the investigators to meet and share important information with each other. The Unit also acted as a resource to DOC personnel and outside law enforcement agencies in a number of cases requiring investigative expertise and information regarding public safety.

Looking ahead to Fiscal Year 1994, the Office of Investigations will further reduce the at-large escape count, and to that end, will play an active role in federal, state, and local law enforcement task forces. Further computerization of intelligence information is also a priority for the new year.

## **OPERATIONS AND SECURITY**

### **Central Transportation/Fleet Maintenance Unit:**

Over the past year, the Central Transportation Unit transported Department of Correction inmates during approximately 28-thousand trips to state and county facilities, superior and district courts, renditions and parole revocations, and medical facilities. This total number of trips averages approximately three trips per inmate each year, and usually take three to four hours to complete. This division is supported by the Fleet Maintenance Unit, which is responsible for the procurement and maintenance of approximately 170 Department of Correction motor vehicles.

Following a recent reorganization of the unit, there has been a substantial reduction in overtime expenses and sick time used.

### **Special Operations Unit:**

In order to evaluate institutional readiness in the wake of disorder or disaster, the Special Operations Unit conducted training drills that assist with formulation and updating of action plans. This unit also maintains databases which list and track weapons, security equipment, and visitors which have been barred from DOC institutions.

During the past fiscal year, this unit administered annual Tactical Certifications to institutions including the tactical response and special reaction teams, and K-9 units. Special Operations also introduced weapons standardization at all levels within the department to include limited user agreement contracts for both weapons and ammunition.

## **POLICY DEVELOPMENT AND COMPLIANCE**

The Policy Development and Compliance Unit of the Massachusetts Department of Correction has two major focus points: monitoring policies in order to ensure compliance with Massachusetts General Law and American Correctional Association (ACA) standards; and auditing each state correctional institution annually, as well as each county correctional facility semi-annually.

Accomplishments during the past fiscal year include: facilitation of the initial ACA accreditation of DOC Central Office and three state correctional institutions, as well as the reaccreditation of another; the drafting and implementation of four new department policies that focus on security practices, including tool and key control, vehicle trap procedures, and inmate accountability; and the completion of a staffing analysis for all of the maximum and medium security state correctional institutions. The Policy Development and Compliance Unit continues to annually review all Massachusetts Department of Correction policies and procedures in preparation for additional ACA accreditation audits that are scheduled during Fiscal Year 1994 and beyond.



# PROGRAMS AND TREATMENT

## **Classification Division:**

The Classification process involves the systematic evaluation of the security requirements and programmatic needs of the more than ten thousand inmates within the Massachusetts Department of Correction system, and other penal institutions. The mission of the Classification Division has been to control and monitor the Department's process of inmate classification in order to ensure the consistency and quality of recommendations, decisions, and placements. This division is responsible for inmates in county, state, and federal facilities, and also coordinates all transfers within the Department of Correction.

The Classification Division is also the final reviewing authority on approving certificates of discharges or releases and deduction from sentence summary sheets. The Data Collection Unit is the primary source to gather and disseminate legal data on committed inmates. The unit is implementing and monitoring a computerized date computation system, implementing an objective point-based classification system, and a Departmental warrant clearing unit, as well as a National Interstate Corrections Compact.

## **Division of Inmate Training and Education:**

The mission of the Division of Inmate Training and Education is to provide comprehensive academic and occupational programs and services that will assist incarcerated adults in becoming more productive adults upon release. To this end, emphasis is placed upon competency, development of basic literacy skills, and an appreciation of the work ethic. Responsibilities of the Division include teaching academic and vocational programs, providing educational counseling services, assessing each inmate at reception and classification by the Test of Adult Basic Education, and administering the General Education Development exam when an inmate seeks a General Equivalency Diploma. Nearly one thousand of these exams were administered during the past fiscal year.

Goals for the coming fiscal year include: automating the GED scoring, reporting, and filing system; continuing the automation of each prison's school data base to enhance program accountability and reporting; use of an inter-agency model to expand the 'Pathways' program; and implementation of an education and life skills program in the Department's minimum/pre-release security facilities as part of a parole preparation effort.

## **Programs Unit:**

The mission of the Program Services Unit is to improve public safety through the identification and treatment of inmate criminal attitudes and behavior which would likely result in recidivism. Programs and services offered during Fiscal Year 1993 helped to curb those attitudes and assist with the reintegration process. They included: all recreation, religious, and library services; substance abuse counseling; violence reduction instruction; and release preparation programs.

Looking ahead to Fiscal Year 1994, the Program Services Unit will oversee installation of a system-wide network of eleven residential program units targeting behaviors that are predictive of potential criminal activity. The Unit will also work to increase the quality of its offerings through a quality improvement program for services contracted through a private vendor, and by working directly with Chaplains and Librarians to improve the effectiveness of their services.

## **Research Division:**

The Research Division of the Massachusetts Department of Correction is charged with conducting research and evaluations of correctional policies, practices, and programs; production of timely statistical reports, trend analyses, inmate population projections, and other relevant data to assist with administrative duties; and the maintenance of inmate records and the inmate data base, as well as overseeing the dissemination of information from these sources.

During Fiscal Year 1993, the Division completed many reports, including a series of four quarterly reports which examined the status of overcrowding in the state prison system. In addition, evaluations of



the Massachusetts Boot Camp and the PPREP Electronic Monitoring Program were designed and initiated. The DOC has also initiated a comprehensive plan for the electronic automation of the data and information contained in the Inmate Data Bases and in the Institutional Reports. The Research Division is participating in auditing and training to increase the accuracy and usefulness of these resources.

In Fiscal Year 1994, the Research Division will also automate the Victims Notification Program that operates in the Central Records Unit. In collaboration with the Programs and Treatment Unit, an evaluation of substance abuse and criminality programs will be designed and initiated.

## **RESOURCE MANAGEMENT**

In August of 1992, there was an internal reorganization of the Massachusetts Department of Correction which affected several areas. This move resulted in a combining of the Office of Capital Management with Management Information Systems to create the Division of Resource Management.

The Division worked with the Division of Capital Planning and Operations (DCPO) on the development of the Corrections Capital Plan during the first half of Fiscal Year 1993. This plan will address the Commonwealth's overcrowding situation which, at the end of Fiscal 1993, showed that the State system had an average occupancy rate of 146%, and the County system with an overcrowding rate of 121%. Governor William Weld submitted the Corrections Capital Plan to the Massachusetts Legislature in January of 1993. The Division anticipates the passage of the Prison Expansion Bill in the upcoming fiscal year.

### **Core Services/Boston:**

This unit is responsible for planning and managing infrastructure and emergency projects for both State and County facilities. It is also responsible for assisting facilities in implementing the Facilities Management Maintenance System (FMMS). FMMS started Fiscal Year 1993 with eight State facilities and three County facilities in the program. During the twelve-month period, six State facilities and two County facilities were added, and are in various stages of implementation.

Core Services responded to eighteen physical plant emergencies during Fiscal year 1993, providing technical assistance and follow-up until the necessary corrective action was completed. These emergencies ranged from water heater replacement and steam line leaks to snow storm damages and fire alarms. Projects that began during FY '93 and continue into the new reporting year include: the reconditioning of the well field at MCI-Norfolk; security improvements to MCI-Concord; boiler tube replacement at the Bridgewater Complex; and the addition of razor wire to the perimeter fence at NCCI-Gardner.

The Core Services Unit is now accompanying the Policy Development and Compliance Unit on its audits of state and county facilities. Core Services will advise and assist facilities in developing and implementing corrective action plans in order to fully comply with codes and standards relating to the condition and operation of the institution.

### **Facility Development:**

The primary responsibilities of this unit are to undertake and coordinate feasibility studies, and to plan and manage facility development projects. Often, this involves important decisions regarding new construction or renovation of existing facilities. Preliminary site surveys and evaluations, as well as in-house design fall under the purview of this unit.

During Fiscal Year 1993, the Massachusetts Boot Camp was constructed on schedule and according to budget, opening in August of 1992. The Unit also assisted in the development of the Corrections Capital Plan by producing a 'Systems Profile' of each institution that identified current and future capital needs. Other projects involved improvements to existing DOC facilities including: access gates at MCI-Cedar Junction; initial installation of two modular guard towers and improvements to the water system at MCI-Shirley; and bidding of security control panels at MCI-Concord. Completion of these and other projects is expected in early Fiscal Year '94.



### **Management Information Systems:**

The Management Information Systems (MIS) Division of the Department of Correction is responsible for departmental data processing and office automation requirements. In order to meet the key objectives and needs of the DOC, the office has technical staff working in areas including hardware and software evaluation and implementation, systems application and management, user training, and account management.

The main system used by the Department is a Digital Equipment Corporation VAX/VMS Clustered Computer System. There are over 430 menu operations available to users, including inmate tracking and other offender information, data operations, duty officer logs, and other useful programs. The system is also networked to the Office of Management Information System (OMIS), the Registry of Motor Vehicles, and the Criminal Justice Information System (CJIS). The DOC system has been available twenty-four hours a day, seven days a week, and at no time has the entire computer network failed.

During Fiscal Year 1993, the Computer Steering Committee authorized the procurement of hardware and software totaling over \$2 million. Training and refresher sessions were also held for four hundred and forty-seven users on either new operations, or on the new Inmate Tracking System. As new Local Area Networks, or LAN's are installed, it is anticipated that circuit capacity will be upgraded. This important change will allow the transfer of image data, which is currently not possible. Management Information Systems continues to meet regularly with users to identify problems and target enhancements which will make the system more useful to the entire Department of Correction.

## **SECURE FACILITIES**

Department of Correction facilities under the purview of the Assistant Deputy Commissioner of Secure Facilities James Bender have accomplished numerous goals throughout the past year. Many of these objectives were first established after many of the secure facilities underwent audits conducted by federal consultants and state divisions. As a result of these audits, administrators have focused their attention on 'the basics,' resulting in a period of review and standardization of primary security procedures. All eight of the facilities under the direction of Secure Facilities have completed plans of action to achieve compliance in particular areas.

Among the year's major projects was a comprehensive shakedown and cleaning of each of the physical plants that are overseen by Secure Facilities. On several occasions, a coordinated effort between tactical and K-9 units was used to effectively shakedown the larger facilities in a safe and efficient manner. The tactical teams were also used to complete shakedowns at many lower security facilities over the course of the year.

Future goals for Secure Facilities include the establishment of central storage areas outside the perimeters of all physical plants, the implementation of intensive release programs for inmates at MCI-Framingham, and the renovation of the holding area at Shattuck Hospital.



# OUTSTANDING ACHIEVEMENTS: BEYOND EXCELLENCE

On June 18, 1993, a number of Massachusetts Department of Correction employees were recognized for their outstanding achievements at the 'Beyond Excellence' Award Banquet. The awards that were presented included honors recognizing Employees of the Year at DOC institutions and offices, Professional Excellence honors, and awards of Special Recognition including Humanitarian Awards and Commissioner's Citations. These awards are the highest honors conveyed by the Massachusetts Department of Correction and were presented by Commissioner Larry Dubois.

## Employee of the Year

Individuals selected for this award were honored for overall consistent excellence in performance within their institution or office.

**Bruce Beaulieu**, Correction Maintenance Worker IV, Longwood Treatment Center

**Daniel Cadigan**, Correction Officer, Bridgewater Treatment Center

**Marsha Collins**, Assistant Institution Treasurer, MCI-Norfolk

**David Crogan**, Correction Officer, Shattuck Hospital Correction Unit

**Steve Duxbury**, Correction Counselor II, Boston Pre-Release Center

**Ellen Flaminio**, Correction Counselor, Northeastern Correctional Center

**Katherine Golden**, Correction Counselor II, Park Drive Pre-Release Center

**Nancy Harrington**, Correction Counselor II, Old Colony Correctional Center

**Malcolm King**, Correction Maintenance Worker II, Pondville Correctional Center

**Peter Macchi**, Director, Administrative Services

**Linda McDonald**, Correction Counselor III, Massachusetts Boot Camp

**Benjamin McGuinness**, Sergeant, Bay State Correctional Center

**Steve McKenzie**, Sergeant, Bridgewater State Hospital

**Lisa Mitchell**, Unit Manager, Southeastern Correctional Center

**Alvin Notice**, Sergeant, North Central Correctional Institution

**Bridget Saba**, Correction Counselor, South Middlesex Correctional Center

**Caroline Sawyer**, Records Supervisor, MCI-Cedar Junction

**Ellen Simas**, Corrections Counselor III, MCI-Concord

**Charles St. Clair**, Correctional Maintenance Worker IV, MCI Plymouth

**Suzanne Thibault**, Sergeant, MCI Framingham

**Sharon Trippi**, Personnel Officer, MCI-Lancaster

- **Sergeant Thibault** was selected from all of the above recipients as Department of Correction Employee of the Year.

## Professional Excellence

Individuals named below have been honored for their contributions and professional excellence in the areas listed.

Administrator: **Peter Allen**, Deputy Superintendent, MCI-Cedar Junction

Care and Custody: **Ronald Bissonnette**, Sergeant, MCI-Cedar Junction

Contract/Volunteer: **Nancy Nobert, Barbara Carr, Joseph Fowler, Irene Hill, James Lafford, and John Martin**, The Substance Abuse Unit, MCI-Shirley



Office/Clerical: **Ann Lambert**, Records Clerk, South Middlesex Correctional Center  
Support Services: **Susan Dionne**, Administrative Assistant, MCI-Norfolk  
Technical/Maintenance: **William Bovaird**, Industrial Instructor, MCI-Cedar Junction

## Special Recognition

**The Charles Gaughan Award** recognizes individuals who best exemplify the spirit of humanity and compassion, and have demonstrated exceptional care to those in their charge.

The 1993 recipient is **James Kelley**, Community Services Director, MCI-Shirley - In his post, Mr. Kelley has created a volunteer pool of 250 individuals who provide various services to the inmate population. The Employee Fund was also established by Jim nearly 15 years ago.

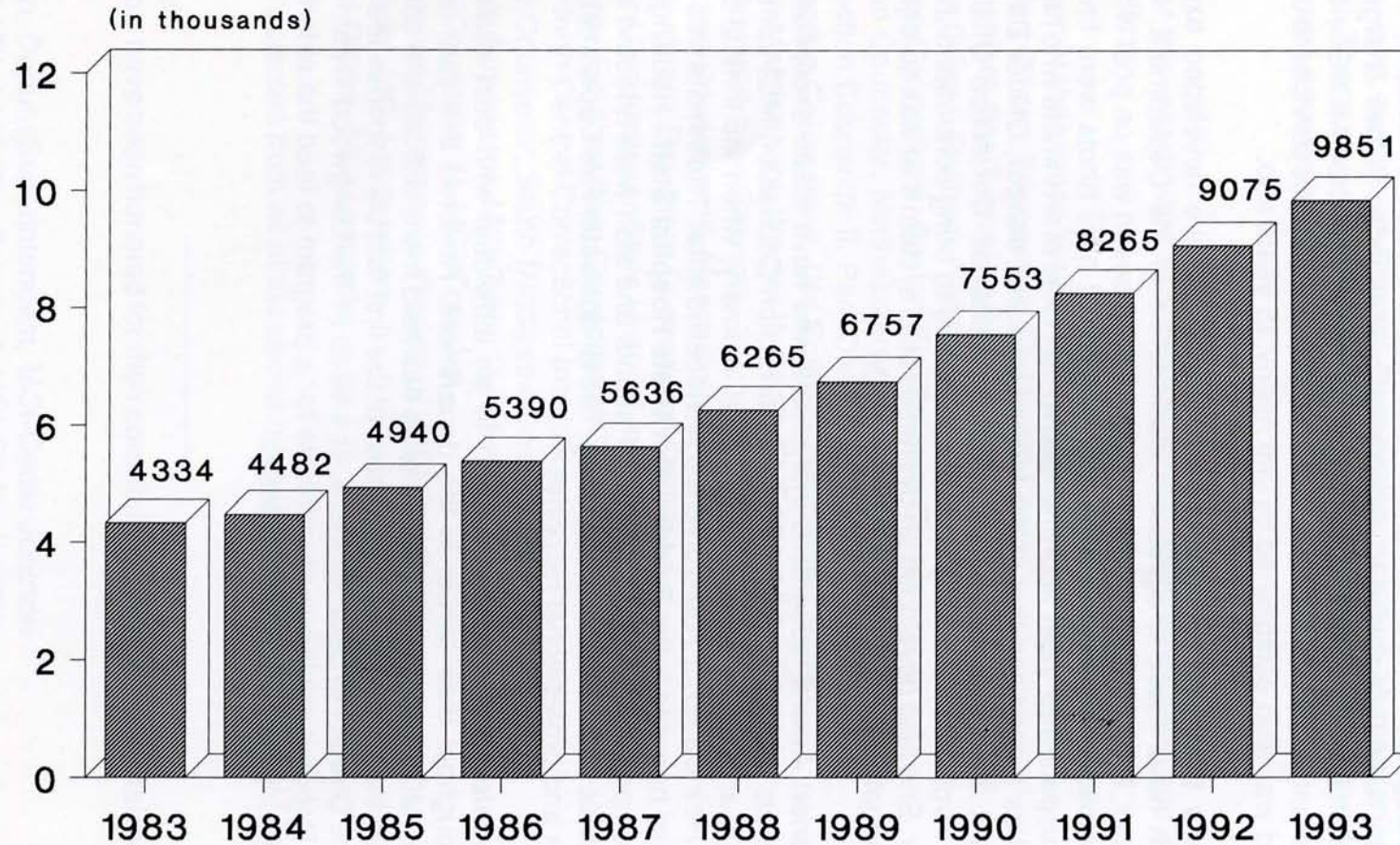
**Commissioner's Citations** recognize individuals who have developed exceptional and innovative initiatives which have made a significant contribution to the Department. First, **Kenneth Dawson**, Correction Officer, MCI- Shirley - In April, 1993, C.O. Dawson was on post when he was confronted by a civilian accomplice who pointed a loaded shotgun at him. Shots were fired, and a vehicle pursuit followed. The suspect was finally apprehended at the home of an inmate who had planned to escape. The commissioner has recognized that in the face of personal danger, Officer Dawson remained calm and exhibited a great deal of courage. Also, **Karen Westcoat**, Correction Officer, MCI Norfolk - Officer Westcoat was involved in arresting visitors attempting to bring contraband into the facility, including a loaded revolver. She also developed an overtime recall system that was so equitable that both labor and management adopted the system department-wide.

**The Humanitarian Award** recognizes individuals who have made exceptional efforts that resulted in lifesaving or heroic acts. First, **Brian Coyne**, Correction Counselor, MCI-Lancaster - Counselor Coyne was transporting an inmate to the MCI-Concord infirmary, when the inmate became unconscious and unresponsive. He initiated CPR and diverted to a local hospital. The inmate was resuscitated and survived the incident. Also honored is the **Bridgewater State Hospital Staff** - Housing units at the hospital were being heated temporarily by diesel heaters. Patients and staff were affected by fumes, and employees began a systematic evacuation of the building. The Bridgewater Fire Department joins in commending the staff for a quick and professional response.

**The Career Achievement Award** is given to an individual who best exemplifies a commitment to excellence throughout their career in the department. Honored this year is **Ollie Langlois**, Deputy Superintendent, MCI-Norfolk - Deputy Langlois has held many difficult and challenging positions during his 20 years with the DOC. He was a member of the first tactical response team at MCI-Cedar Junction. He later became Director of Security there, as well as at the Longwood Treatment Center and at OCCC. Outside DOC, Deputy Langlois is responsible for a program to feed the elderly in the Bridgewater area on the Thanksgiving and Christmas holidays.



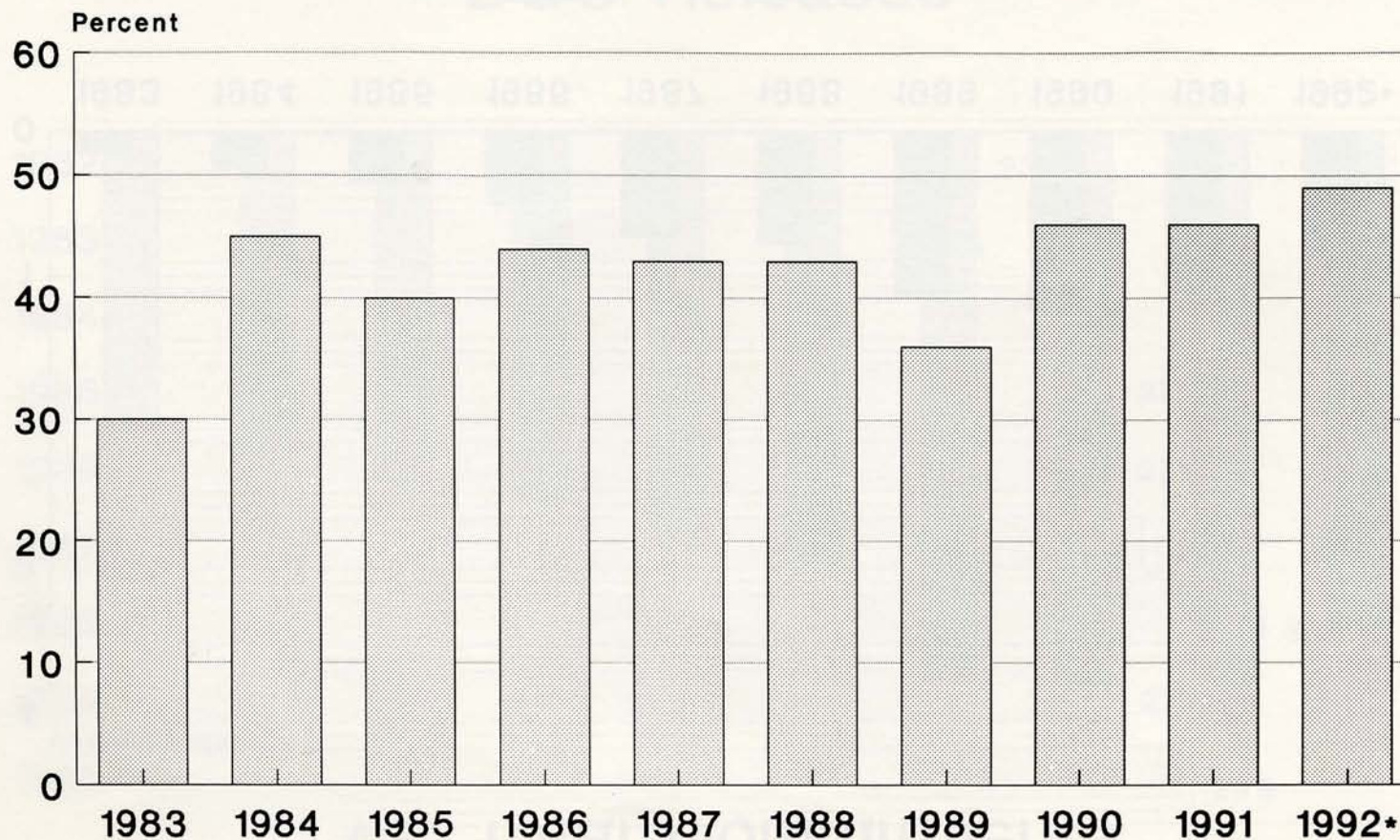
# Total Population Incarcerated on January 1st



Source: Research Division  
Annual Reports



# Percent of Inmates Committed with Prior Adult Incarcerations

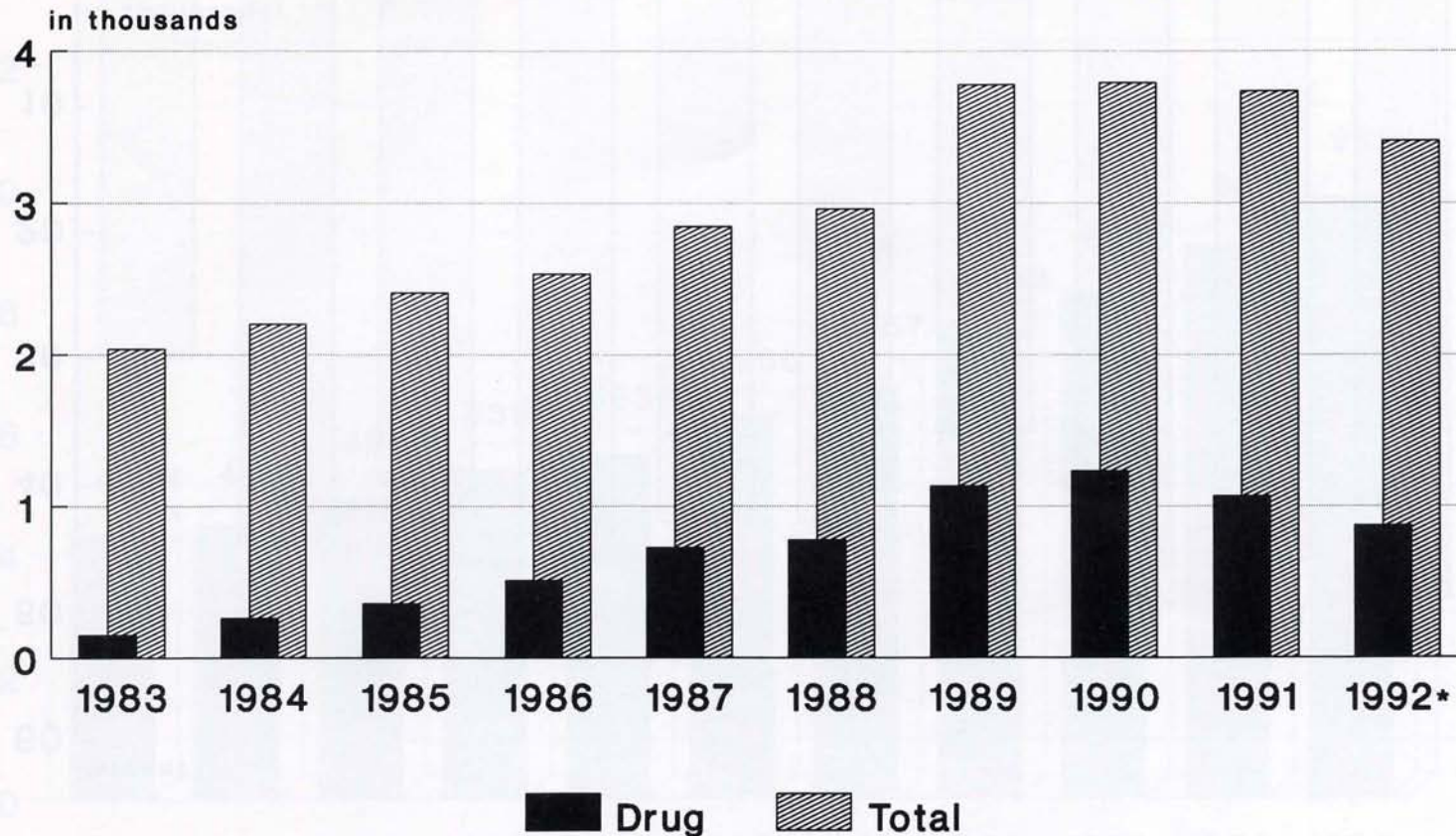


Source: Research Division  
Annual Reports

\* - based on preliminary figures



# Drug Offense Commitments vs. Total Commitments

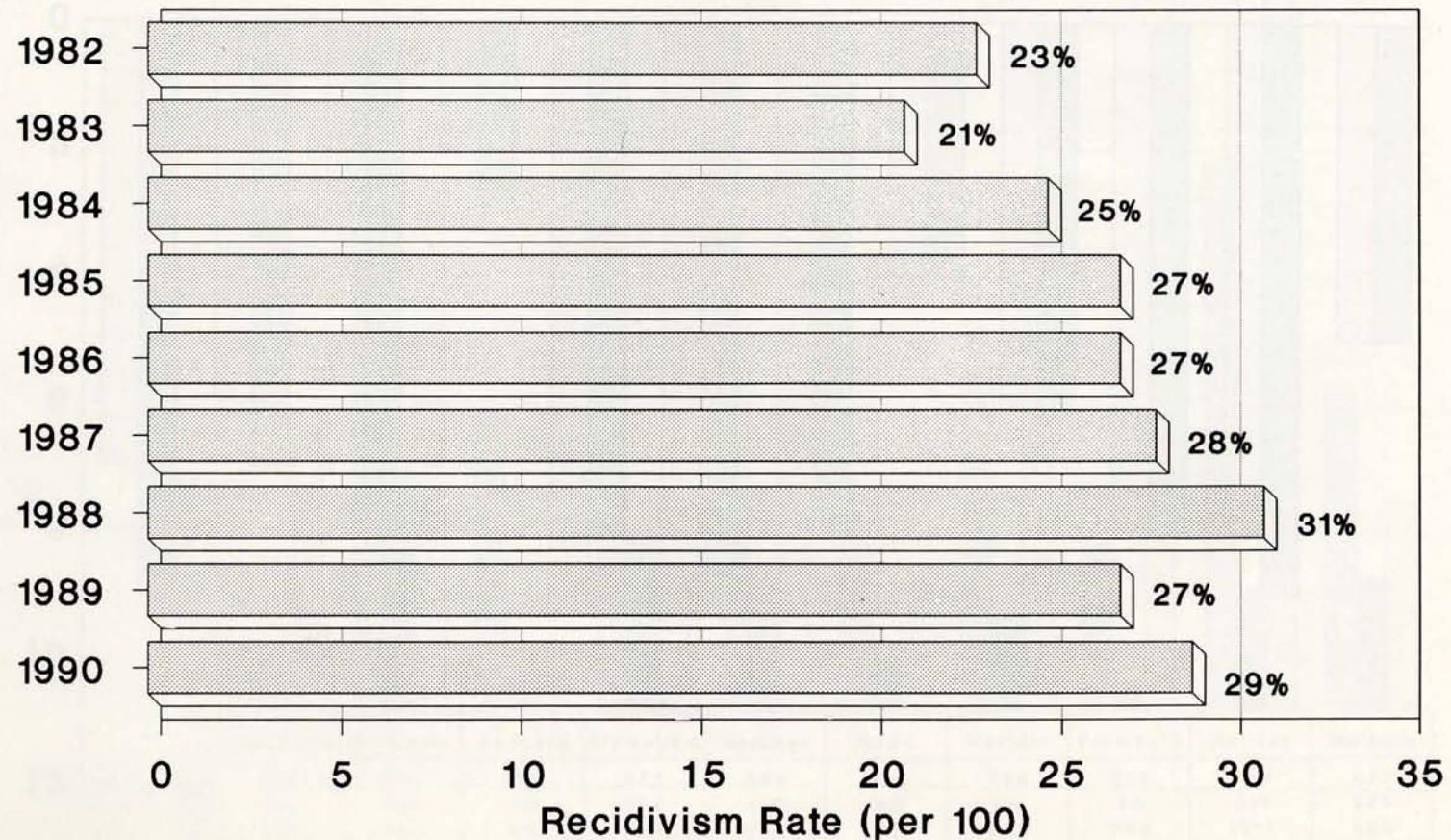


Source: Research Division  
Annual Reports

\* - based on preliminary figures



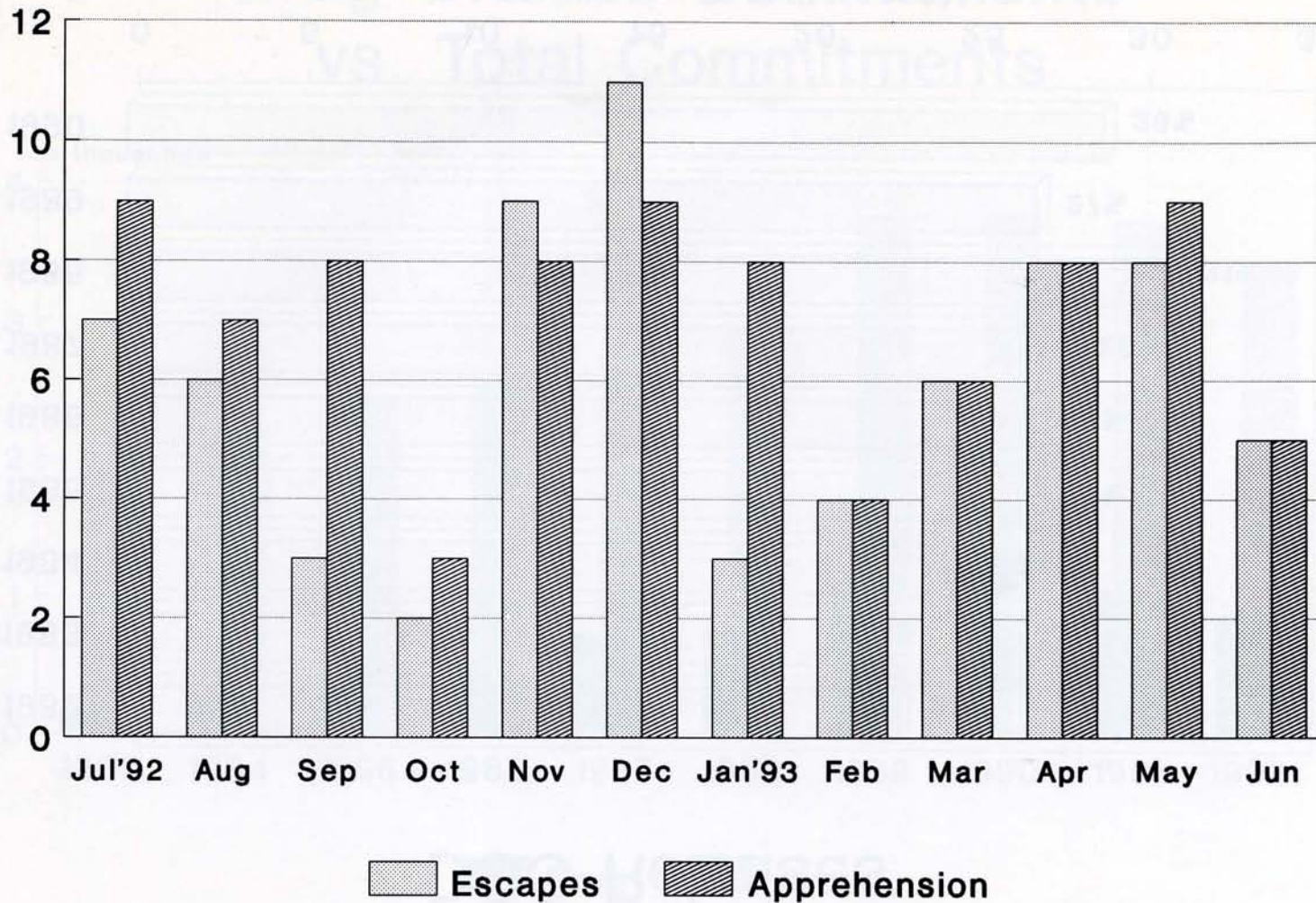
## Recidivism Rate for DOC Releases



Source: Research Division  
Annual Reports



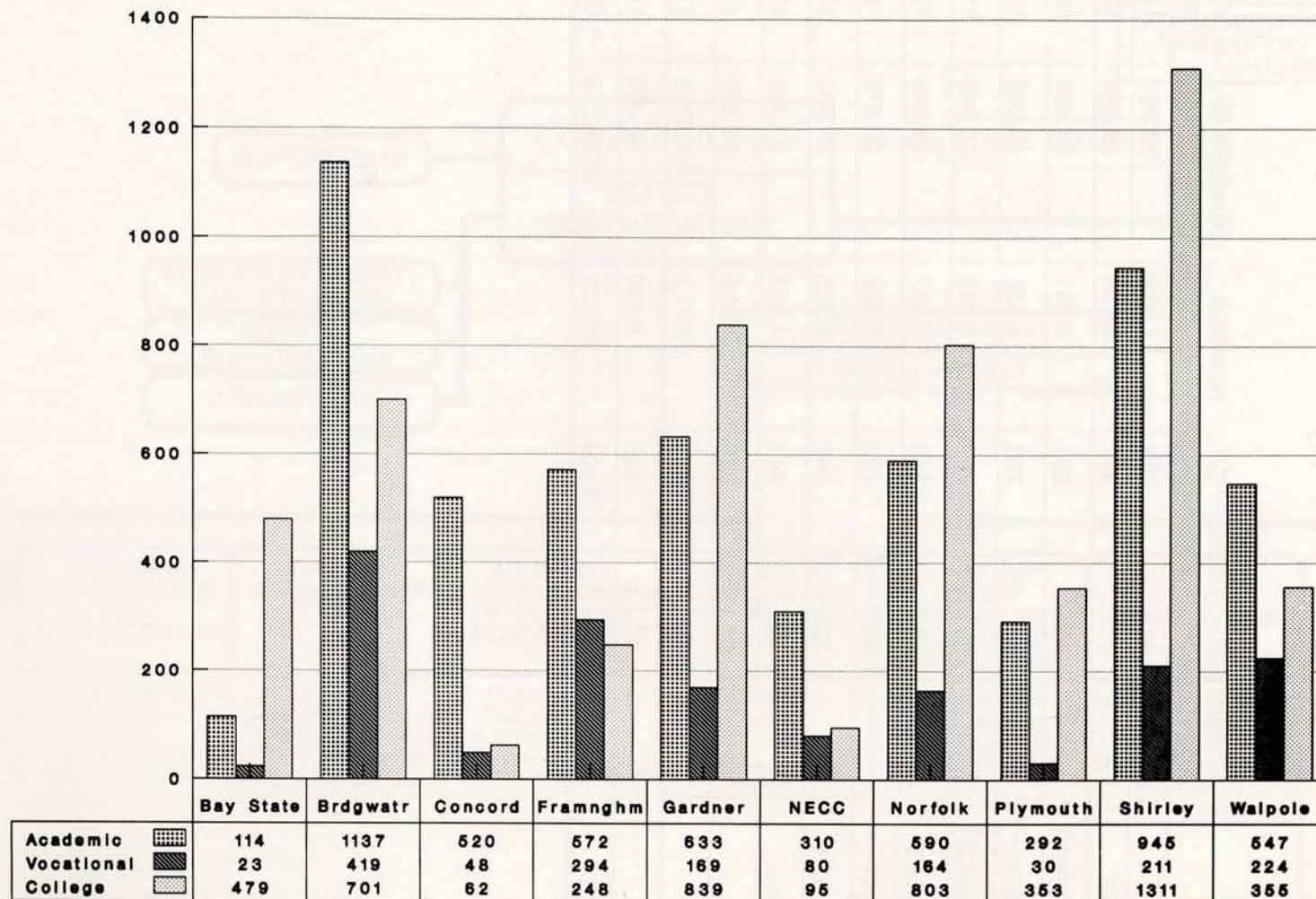
## Escape/Apprehension Statistics



Source: Apprehension Unit



# Educational Programs Statistics





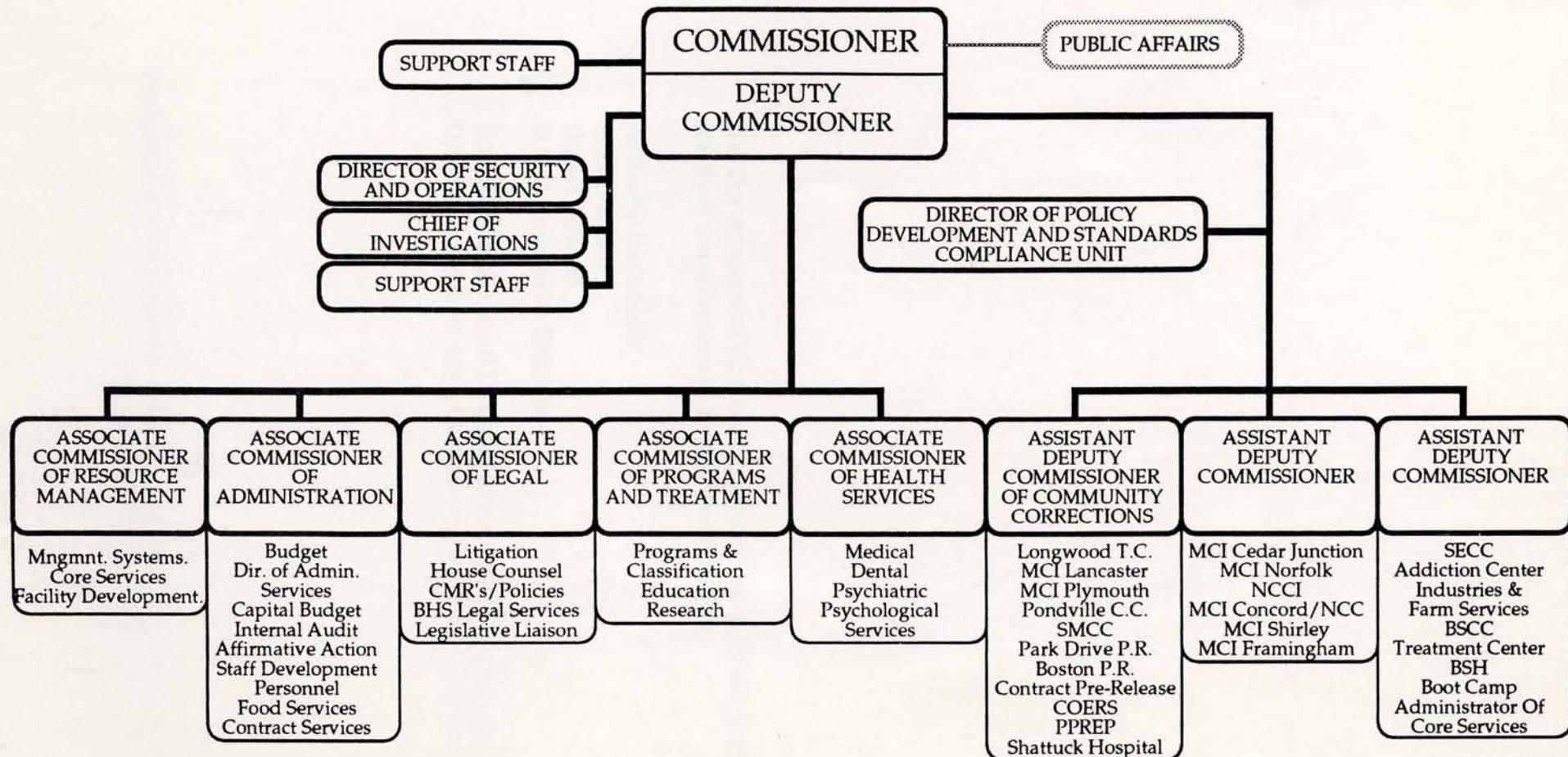
# COMMUNITY WORK CREW STATISTICS

'FY '93

FY '93	* NUMBER OF CREWS	NUMBER OF INMATES	NUMBER OF HOURS	NUMBER OF MAN HOURS	DOLLARS SAVED
JULY	48	299	4,658	33,867	143,934.75
AUGUST	47	304	4,466	28,682	121,898.50
SEPTEMBER	48	293	4,741	34,164	145,197.00
OCTOBER	41	285	4,520	31,098	132,166.50
NOVEMBER	39	269	4,348	26,942	114,503.50
DECEMBER	39	278	3,967	29,396	124,933.00
JANUARY	33	231	3,626	22,978	97,656.50
FEBRUARY	33	241	3,635	24,250	103,062.50
MARCH	33	244	4,027	27,493	116,845.25
APRIL	51	378	5,485.5	39,856	169,388.00
MAY	52	384	5,671.5	42,329.5	179,900.38
JUNE	53	398	5,886	44,466	188,980.50
TOTALS	517	3,604	55,031	385,521.5	1,638,466.38



DEPARTMENT OF CORRECTION  
TABLE OF ORGANIZATION  
NOVEMBER 1993





# WORK CREW STATISTICS

1991

Month	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
1991	10	15	20	25	30	35	40	45	50	55	60	65	450
1992	12	18	22	28	32	38	42	48	52	58	62	68	480
1993	14	20	24	30	34	40	44	50	54	60	64	70	500
1994	16	22	26	32	36	42	46	52	56	62	66	72	520
1995	18	24	28	34	38	44	48	54	58	64	68	74	540
1996	20	26	30	36	40	46	50	56	60	66	70	76	560
1997	22	28	32	38	42	48	52	58	62	68	72	78	580
1998	24	30	34	40	44	50	54	60	64	70	74	80	600
1999	26	32	36	42	46	52	56	62	66	72	76	82	620
2000	28	34	38	44	48	54	58	64	68	74	78	84	640
2001	30	36	40	46	50	56	60	66	70	76	80	86	660
2002	32	38	42	48	52	58	62	68	72	78	82	88	680
2003	34	40	44	50	54	60	64	70	74	80	84	90	700
2004	36	42	46	52	56	62	66	72	76	82	86	92	720
2005	38	44	48	54	58	64	68	74	78	84	88	94	740
2006	40	46	50	56	60	66	70	76	80	86	90	96	760
2007	42	48	52	58	62	68	72	78	82	88	92	98	780
2008	44	50	54	60	64	70	74	80	84	90	94	100	800
2009	46	52	56	62	66	72	76	82	86	92	96	102	820
2010	48	54	58	64	68	74	78	84	88	94	98	104	840
2011	50	56	60	66	70	76	80	86	90	96	100	106	860
2012	52	58	62	68	72	78	82	88	92	98	102	108	880
2013	54	60	64	70	74	80	84	90	94	100	104	110	900
2014	56	62	66	72	76	82	86	92	96	102	106	112	920
2015	58	64	68	74	78	84	88	94	98	104	108	114	940
2016	60	66	70	76	80	86	90	96	100	106	110	116	960
2017	62	68	72	78	82	88	92	98	102	108	112	118	980
2018	64	70	74	80	84	90	94	100	104	110	114	120	1000
2019	66	72	76	82	86	92	96	102	106	112	116	122	1020
2020	68	74	78	84	88	94	98	104	108	114	118	124	1040
2021	70	76	80	86	90	96	100	106	110	116	120	126	1060
2022	72	78	82	88	92	98	102	108	112	118	122	128	1080
2023	74	80	84	90	94	100	104	110	114	120	124	130	1100
2024	76	82	86	92	96	102	106	112	116	122	126	132	1120
2025	78	84	88	94	98	104	108	114	118	124	128	134	1140
2026	80	86	90	96	100	106	110	116	120	126	130	136	1160
2027	82	88	92	98	102	108	112	118	122	128	132	138	1180
2028	84	90	94	100	104	110	114	120	124	130	134	140	1200
2029	86	92	96	102	106	112	116	122	126	132	136	142	1220
2030	88	94	98	104	108	114	118	124	128	134	138	144	1240
2031	90	96	100	106	110	116	120	126	130	136	140	146	1260
2032	92	98	102	108	112	118	122	128	132	138	142	148	1280
2033	94	100	104	110	114	120	124	130	134	140	144	150	1300
2034	96	102	106	112	116	122	126	132	136	142	146	152	1320
2035	98	104	108	114	118	124	128	134	138	144	148	154	1340
2036	100	106	110	116	120	126	130	136	140	146	150	156	1360
2037	102	108	112	118	122	128	132	138	142	148	152	158	1380
2038	104	110	114	120	124	130	134	140	144	150	154	160	1400
2039	106	112	116	122	126	132	136	142	146	152	156	162	1420
2040	108	114	118	124	128	134	138	144	148	154	158	164	1440
2041	110	116	120	126	130	136	140	146	150	156	160	166	1460
2042	112	118	122	128	132	138	142	148	152	158	162	168	1480
2043	114	120	124	130	134	140	144	150	154	160	164	170	1500
2044	116	122	126	132	136	142	146	152	156	162	166	172	1520
2045	118	124	128	134	138	144	148	154	158	164	168	174	1540
2046	120	126	130	136	140	146	150	156	160	166	170	176	1560
2047	122	128	132	138	142	148	152	158	162	168	172	178	1580
2048	124	130	134	140	144	150	154	160	164	170	174	180	1600
2049	126	132	136	142	146	152	156	162	166	172	176	182	1620
2050	128	134	138	144	148	154	158	164	168	174	178	184	1640
2051	130	136	140	146	150	156	160	166	170	176	180	186	1660
2052	132	138	142	148	152	158	162	168	172	178	182	188	1680
2053	134	140	144	150	154	160	164	170	174	180	184	190	1700
2054	136	142	146	152	156	162	166	172	176	182	186	192	1720
2055	138	144	148	154	158	164	168	174	178	184	188	194	1740
2056	140	146	150	156	160	166	170	176	180	186	190	196	1760
2057	142	148	152	158	162	168	172	178	182	188	192	198	1780
2058	144	150	154	160	164	170	174	180	184	190	194	200	1800
2059	146	152	156	162	166	172	176	182	186	192	196	202	1820
2060	148	154	158	164	168	174	178	184	188	194	198	204	1840
2061	150	156	160	166	170	176	180	186	190	196	200	206	1860
2062	152	158	162	168	172	178	182	188	192	198	202	208	1880
2063	154	160	164	170	174	180	184	190	194	200	204	210	1900
2064	156	162	166	172	176	182	186	192	196	202	206	212	1920
2065	158	164	168	174	178	184	188	194	198	204	208	214	1940
2066	160	166	170	176	180	186	190	196	200	206	210	216	1960
2067	162	168	172	178	182	188	192	198	202	208	212	218	1980
2068	164	170	174	180	184	190	194	200	204	210	214	220	2000
2069	166	172	176	182	186	192	196	202	206	212	216	222	2020
2070	168	174	178	184	188	194	198	204	208	214	218	224	2040
2071	170	176	180	186	190	196	200	206	210	216	220	226	2060
2072	172	178	182	188	192	198	202	208	212	218	222	228	2080
2073	174	180	184	190	194	200	204	210	214	220	224	230	2100
2074	176	182	186	192	196	202	206	212	216	222	226	232	2120
2075	178	184	188	194	198	204	208	214	218	224	228	234	2140
2076	180	186	190	196	200	206	210	216	220	226	230	236	2160
2077	182	188	192	198	202	208	212	218	222	228	232	238	2180
2078	184	190	194	200	204	210	214	220	224	230	234	240	2200
2079	186	192	196	202	206	212	216	222	226	232	236	242	2220
2080	188	194	198	204	208	214	218	224	228	234	238	244	2240
2081	190	196	200	206	210	216	220	226	230	236	240	246	2260
2082	192	198	202	208	212	218	222	228	232	238	242	248	2280
2083	194	200	204	210	214	220	224	230	234	240	244	250	2300
2084	196	202	206	212	216	222	226	232	236	242	246	252	2320
2085	198	204	208	214	218	224	228	234	238	244	248	254	2340
2086	200	206	210	216	220	226	230	236	240	246	250	256	2360
2087	202	208	212	218	222	228	232	238	242	248	252	258	2380
2088	204	210	214	220	224	230	234	240	244	250	254	260	2400
2089	206	212	216	222	226	232	236	242	246	252	256	262	2420
2090	208	214	218	224	228	234	238	244	248	254	258	264	2440
2091	210	216	220	226	230	236	240	246	250	256	260	266	2460
2092	212	218	222	228	232	238	242	248	252	258	262	268	2480
2093	214	220	224	230	234	240	244	250	254	260	264	270	2500
2094	216	222	226	232	236	242	246	252	256	262	266	272	2520
2095	218	224	228	234	238	244	248	254	258	264	268</		



**The Department of Correction would like to thank the following  
for their contribution to this Annual Report**

**Anthony Carnevale  
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**Special thanks to all Department of Correction Institutions and  
Divisions for their assistance in compiling this Annual Report**

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Inmates at Old Colony Correctional Center**



